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RESIDENT COURSES

Mitigation

The Mitigation curriculum provides training for Federal, State, and local government and private sector employees who are working to eliminate or reduce the long-term risk to human life and property posed by earthquakes, floods, tornadoes, dam failures, landslides, hurricanes, and other natural hazards.

The curriculum includes courses, workshops, and seminars of varying lengths. Resident offerings generally last 4½ days and field courses 1 to 2 days. Some offerings are appropriate only for resident delivery because they require instruction by representatives of a number of Federal agencies and facilitators located in the Washington, DC, area.

Many of the courses offered in this curriculum area directly support the training requirements of Federal programs, such as the National Flood Insurance Program (NFIP), the National Hurricane Program, and the National Earthquake Loss Reduction Program (NEP) (formerly National Earthquake Hazards Reduction Program (NEHRP)) and FEMA's Project Impact initiative. Participants in these courses learn about program regulations and policies and are provided with the tools and techniques for implementing mitigation strategies.

**E234 Digital Hazard Data
(formerly Digital
Flood Insurance
Rate Map (DFIRM))**



This course is designed to give floodplain and emergency management personnel the necessary skills and knowledge to use digital flood data and other hazard data. It is **not** intended to make participants technically proficient (experts) in the hands-on use of Geographic Information Systems (GIS). Participants must have basic computer skills and literacy, including knowledge of DOS and Windows. Advanced users should be aware that many **basic** GIS concepts will be included in course content and exercises. This training supports FEMA's conversion of the paper flood insurance rate maps to a computerized format.

Selection Criteria: The audience for this course consists of State and local floodplain and emergency management personnel, regional personnel with National Flood Insurance Program responsibilities, personnel from other Federal agencies involved in floodplain and emergency management, and State and local planners. Individuals who are not in manager/planner positions may apply if the need to attend this training is documented in block 16 of the application.

Prerequisites: Participants must be able to do the following.

1. Read and interpret the Flood Insurance Rate Map.
2. Use, or be planning to use, GIS.
3. Use a personal computer and Windows 95.

A statement verifying the above qualifications should be included in block 16 of the application form.

Hours: 26
CEU's: 2.6

**E273 Managing Floodplain
Development Through
the National Flood
Insurance Program (NFIP)**



This course is designed to provide an organized training opportunity for local officials responsible for administering their local floodplain management ordinance. The course will focus on the NFIP and concepts of floodplain management, maps and studies, ordinance administration, and the relationship between floodplain management and flood insurance.

Selection Criteria: Local officials responsible for administering local floodplain management ordinances, including but not limited to floodplain management administrators, building inspectors, code enforcement/zoning officers, planners, city/county managers, attorneys, engineers, and public works officials. Federal/State/regional floodplain managers also are encouraged to attend.

Target Audience: The course is designed for those officials with limited floodplain management experience. Attendance will be limited to two participants from any State for each offering.

Hours: 36
CEU's: 3.1



**E276 Benefit-Cost Analysis:
Entry-Level Training**



This course is designed as an introduction to the fundamental concepts of benefit-cost (BC) analysis. Participants will learn how to obtain BC data and conduct analyses using the basic versions of the riverine and coastal A-zone software modules. This course will not teach how to conduct level-two BC analyses.

Selection Criteria: The target audience is FEMA and State hazard mitigation officials. Other personnel involved in conducting BC analyses may also apply.

Recommendation: Participants should have knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs). Familiarity with basic mitigation terminology is suggested.

Hours: 16
CEU's: 1.3

E278 National Flood Insurance Program/Community Rating System (NFIP/CRS)



This course covers the CRS, a nationwide initiative of FEMA's National Flood Insurance Program. It describes activities eligible for credit under CRS, how a community applies, and how a community modifies an application to improve its classification.

Selection Criteria: FEMA regional office staff, NFIP State coordinators, regional planning officials, local officials, those performing floodplain management services for local governments, and others interested in learning about the CRS in order to provide technical assistance to communities seeking to apply for CRS credit.

Target Audience: The course is designed for those officials with some floodplain management experience. Attendance will be limited to two participants from any one community per fiscal year.

ACE Recommendation:

Credit Hours: 2 Semester Hours
Level: LD or UD
Curricula: Public Administration or Emergency Management

Hours: 34
CEU's: 2.9

E279 Retrofitting Flood-Prone Residential Buildings



This course is designed to provide engineering and economic guidance on what constitutes proper retrofitting techniques for flood-prone residential structures. The course will focus on the concepts of floodproofing, regulatory framework, controlling parameters, design practices, and benefit, cost, and technical feasibility analysis. There is a case study design exercise and a written examination.

Selection Criteria: The audience comprises engineers and architects, and building code, floodplain management,* hazard mitigation,* planning,* zoning,* and public works officials.*

* This course is intended for those with engineering, architectural, or building science knowledge.

Recommendation: It is recommended that participants complete IS-279. Please see the independent study curriculum in this catalog to order IS-279.

ACE Recommendation:

Credit Hours: 2 Semester Hours
Level: UD
Curricula: Civil Engineering, Emergency Management, or Resource Economics

Hours: 34
CEU's: 2.9

**E307 Basic Hazards U.S.
(HAZUS) Training**

This course is designed to provide State and local emergency management personnel the skills and knowledge necessary for using HAZUS, FEMA's earthquake loss estimation methodology. It is not intended to make participants technically proficient in the use of geographic information systems (GIS). Participants must have basic computer skills and literacy, including knowledge of Windows. Advanced users should be aware that many **basic** GIS concepts will be included in the content and exercises. This training covers all steps of the loss estimation process—from inventory verification and improvement, to running a loss analysis, to using the results for mitigation and response activities. The course is open to both earthquake and non-earthquake personnel.

Selection Criteria: The audience for this course includes State and local emergency managers, State and local GIS specialists responsible for risk assessment activities, regional personnel responsible for earthquake mitigation and response activities, other Federal agencies with a need to conduct risk assessment, and State and local planners. Individuals who are not in these positions may apply if the need to attend the training is documented in block 16 of the application.

Prerequisites: Participants must be able to do the following:

1. Currently use, or be planning to use, GIS.
2. Use a personal computer and Windows 95.
3. Have GIS experience.
4. Be involved in updating the HAZUS database in their region.

A statement verifying the above qualifications should be included in block 16 of the application form.

Hours: 21
CEU's: 2.1

**Multi-Hazard Building Design
Summer Institute (MBDSI)**

- E329 Flood Protective Design**
- E330 Earthquake Protective Design**
- E331 Wind Protective Design**
- E333 Fire Safety Design**

The Multi-Hazard Building Design Summer Institute (MBDSI) is intended to provide up-to-date technical information on building design for the faculty of engineering or architectural colleges. It is intended that faculty members incorporate this information into their curriculum in order to train the architects and engineers of the future in the proper approaches to mitigating natural hazards. The MBDSI is organized to allow students to attend 2 courses over a 2-week period.

Selection Criteria: The MBDSI is available to the faculty of engineering or architectural colleges; others will be permitted to attend on a space-available basis. Those not holding architectural or engineering faculty positions will be admitted on a first-come, first-served basis beginning on June 20, 2000. All who attend must possess the appropriate graduate- or post-graduate-level degrees in structural or civil engineering or architecture. Any exceptions to this requirement must be approved by the course manager.

Participants requesting to attend both weeks of the MBDSI are given preference over those desiring to attend only 1 week of the Institute.

Hours: 34
CEU's: 2.9 to 3.1 (depending on course).

**E362 Multi-Hazard Program
for Schools
Train-the-Trainer (TTT)**


This course is designed to help participants recognize the need to plan for all types of disaster. Since planning is a process, planning is included in every unit and activity.

Participants completing the course will be able to explain the importance of a school safety program to others and to lead individuals in their schools and community through the process of developing an effective multi-hazard program.

Selection Criteria: This course is intended for State and local training teams that should include one of the following:

- Representative of State department of education
- Representative of school district, such as
 - District administrator or school board member
 - School principal or assistant principal
 - District or school risk manager
 - District or school plan facility engineer/manager
 - District resource officer supervisor or school resource officer, crisis team member or school counselor
- Representative of emergency management
- Representative of law enforcement
- Representative of fire service
- Representative of medical service

Team limited to six members. One State team per offering.

This TTT is intended to familiarize participants with course content and prepare them to market, promote, and conduct subsequent training on behalf of their State in local jurisdictions.

Hours: 34
CEU's: 2.9

**E380 Project Impact:
Building Consensus
in Disaster-Resistant
Communities**


This course is designed for the person(s) in an organization with responsibility for coordinating and implementing the Project Impact initiative in their jurisdiction. Participants will learn and practice the facilitation skills necessary to work with officials and stakeholders in a community to promote the development of a disaster-resistant community.

Selection Criteria: Participation in this course is limited to Federal, State, or local personnel with responsibility for coordination of Project Impact in their communities.

Hours: 34
CEU's: 2.9


**E386 Residential Coastal
Construction**


This course is designed to train participants on FEMA's Coastal Construction Manual. This manual is the primary, state-of-the-art reference for planning, designing, and constructing residential structures in the various coastal environments.

Selection Criteria: The target audience is engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, and building officials with building science knowledge may also apply.

Hours: 34
CEU's: 2.9

**E434 Earthquake Program
for Schools
Train-the-Trainer (TTT)**



This course is intended to help the school community prepare to be self-sufficient in the aftermath of a damaging earthquake. Topics include planning, hazard identification, and non-structural mitigation techniques, drills, immediate response exercises, post-earthquake recovery and mitigation opportunities, and crisis counseling.

Selection Criteria: The intended audience for the workshop includes school district administrators, principals, school board members, school district facility and risk managers and others concerned with the physical plant and operation of a school system, teachers, PTA members, and local emergency services officials. This course is designed to enable participants to conduct subsequent training for their school community, as well as for other school communities in their school district or county.

Preference is given to States that are building an instructor cadre. The State office of emergency management should contact the course manager for further information.

Hours: 34
CEU's: 3.1

**E436 Earthquakes: A
Teacher's Package for
K-6 Train-the-Trainer (TTT)**



This hands-on workshop introduces kindergarten and elementary teachers to *Earthquakes: A Teacher's Package for K-6* (publication FEMA 159). Also known as *Tremor Troop*, the collection of multi-disciplinary hands-on classroom activities was developed for FEMA by the National Science Teachers Association. The material provides basic information about earthquakes. The lesson plans and activities are designed to promote scientific literacy among young children and give them the information and skills they need to cope safely during and following an earthquake. The workshop also addresses **Crisis Intervention**, focusing on the needs of children and school personnel, and a unit on **earthquake risk reduction for schools**.

Selection Criteria: Elementary science coordinators, elementary curriculum coordinators, kindergarten and elementary classroom teachers, and teacher educators from regional science and educational resource centers. The purpose of the workshop is to introduce *Tremor Troop* to educators who then will train teachers in their own districts.

Preference is given to States that are building an instructor cadre. The State office of emergency management should contact the course manager for further information.

ACE Recommendation:

Credit Hours: 1 hour
Level: UD or G
Curricula: Education or Science

Hours: 35
CEU's: 3.1

**E439 Seismic Sleuths: A
Teacher's Package on
Earthquakes for
Grades 7-12 Train-the-
Trainer (TTT)**



This institute introduces master teachers of grades 7–12 to *Seismic Sleuths* curriculum. This teacher's package provides hands-on/minds-on classroom activities on earthquake-related topics that can be integrated into existing science, math, and social studies curricula. Produced by the American Geophysical Union, in cooperation with FEMA, the materials foster an understanding of how science, math, and social studies concepts can be applied to reduce earthquake hazards and risk in the built environment through seismic safety design, construction, land-use, and emergency management techniques.

Selection Criteria: Master teachers with a minimum of 5 years of teaching experience in grades 7–12. The purpose of the institute is to introduce the package to master educators who then will provide workshops for teachers in their school districts.

Preference is given to States that are building an instructor cadre. The State office of emergency management should contact the course manager for further information.

Hours: 35
CEU's: 3.1

Preparedness and Technology

Most of the Preparedness and Technology courses are conducted at the local and State level (see the Preparedness and Technology non-resident course section).

The current Preparedness and Technology menu of resident courses focuses on radiological hazards. Resident courses include those specific to the Radiological Emergency Preparedness (REP) program and those generic to any radiological hazard. The preparedness resident courses include emergency planning for radiological incidents, as well as skill and exercise-based courses for gathering and analyzing radiological data.

Preparedness training for schools can be found under the Mitigation Curriculum.

S301 Radiological Emergency Response Operations (RERO)

This operations course is a performance-exercise-based training course that provides a realistic environment for response and management of radiological incidents, including on-scene radiological monitoring, procedures for radiation exposure and contamination control, accident victim rescue and care techniques, and reporting procedures. This course is physically challenging.

Selection Criteria: As required by the Federal Radiological Preparedness Coordinating Committee, members must be from organized Federal, State, and local radiological/hazardous materials response teams. Personnel assigned to such teams include health physicists, industrial hygienists, sanitarians, radiological officers, and other emergency services personnel with similar responsibilities. It is designed for members of organized teams called upon to provide assistance to first-level responders. Enrollment is through the State emergency management office. Applications should be reviewed by both the State radiation control agency and the State emergency management office. Those applying agree to serve as members of a formally organized State response team. **This course is limited to U.S. citizens.**

Prerequisites: Successful completion of *Fundamentals Course for Radiological Response* (G320), *Fundamentals Course for Radiological Monitors (FCRM)* (G320.1) and *Fundamentals Course for Radiological Response Teams (FCRRT)* (G320.2) or equivalent education and experience, and independent study course IS-301, *Radiological Emergency Response*. Contact your State office of emergency management for further information.

ACE Recommendation:

Credit Hours: 3 hours
Level: UD
Curriculum: Radiological Sciences

NOTE: *This course is held at the FEMA Mt. Weather Emergency Assistance Center, Berryville, Virginia.*

Hours: 42
CEU's: 3.7

S302 Advanced Radiation Incident Operations (ARIO)

This course is an advanced-level course for those individuals who need to refresh or improve skills as a radiological responder or manager. This course focuses on response plans and procedures for complex incident(s). The performance-based training concentrates on organization and jurisdictional issues and planning considerations where all levels of government may be involved in responding to an incident such as a terrorism event. This course is physically challenging.

Selection Criteria: Those individuals who are assigned to or are responsible for responding to and possibly managing a radiation incident. These individuals may be members of Federal, State, local and private sector response teams.

Prerequisites: Successful completion of S301, *Radiological Emergency Response Operations (RERO)* course, attended either at the Nevada site or FEMA's Mt. Weather facility.

ACE Recommendation:

Credit Hours:
Level:
Curriculum:

NOTE: *This course is held at the FEMA Mt. Weather Emergency Assistance Center, Berryville, Virginia.*

Hours: 42
CEU's: 3.7

E304 Radiological Emergency Preparedness Exercise Evaluation

This course is for federal evaluators of nuclear power plant off-site exercises. Course topics include regulations and guidelines for evaluating exercises and the techniques for exercise evaluation.

Selection Criteria: Primarily Federal evaluators of nuclear power plant off-site REP exercises. State, local, and utility personnel who are involved in the development of off-site REP plans and exercises also may apply.

ACE Recommendation:

Credit Hours: 2 hours
Level: G or UD
Curricula: Radiological Sciences, Public Administration

Hours: 34
CEU's: 3.1

**E340 Radiological Emergency Preparedness Planning**

This course focuses on nuclear power plant off-site emergency preparedness. It addresses Federal regulatory policies, development and testing of plans, and public perceptions. This course provides a sound understanding of basic planning assumptions and policy issues.

Selection Criteria: Local, State, Federal government and utility personnel involved in off-site nuclear power plant emergency planning (under the provisions of NUREG 0654/FEMA REP-1, *Criteria for Preparation and Evaluation of Radiological Emergency Response Plans and Preparedness in Support of Nuclear Power Plants*). This course is recommended for new Federal/State/local REP planners and Federal/State/local emergency response managers. Utility company off-site planners also may apply.

ACE Recommendation:

Credit Hours: 2 hours
Level: UD
Curricula: Radiological Sciences, Public Administration

Hours: 34
CEU's: 3.1

E341 Radiological Accident Assessment Concepts (RAAC)

This course addresses radiological consequences of accidents involving radiological materials. This includes accidents or incidents involving commercial power reactors, lost sources, dispersion devices, and transportation. The focus of the course is concepts involved in formulating protective action recommendations following a radiological accident, such as dose quantities, atmospheric dispersion, dose projection, protective action guides, and derived intervention levels. Participants engage in problem-solving sessions and a tabletop exercise. **There are two required evening sessions and a final examination in this course.**

Selection Criteria: Enrollment is limited to local, State, and Federal technical radiological accident assessment staff. Private sector (i.e. utility company) technical staff also may apply. This class is not intended for emergency management staff. This course requires familiarity with mathematical equations and exponential manipulations. Participants must bring a scientific calculator which they know how to use to perform the required calculations. Participants also should know how to use Microsoft Excel and the Nuclear Regulatory Commission computer code, RASCAL. Individuals who have completed both the *Radiological Accident Assessment—Plume Phase* (E350) and *Radiological Accident Assessment—Post-Plume Phase* (E349) courses should **not** apply for this course.

Prerequisites: Completion of the Precourse Workbook is required prior to attending the course.

Hours: 35
CEU's: 3.1

**E417 Community Emergency
Response Team (CERT)
Train-the-Trainer (TTT)**



EMI is encouraging communities to train CERT's so that they can perform essential lifesaving functions while waiting for professional responders following a disaster.

Course topics include disaster fire suppression, disaster medical operations, light search and rescue, and team organization and management. This TTT will prepare instructors to train other instructors in their communities to deliver CERT training. This TTT also is intended to familiarize emergency program managers with course content and prepare them to market, promote, and administer this self-help emergency management program in their jurisdictions.

Selection Criteria: State and local teams made up of an emergency program manager and fire service and medical personnel who, by working together, can implement the program in their jurisdiction. People who have attended a State or locally conducted TTT should not apply for this course.

Prerequisites:

Emergency Program Managers: Member of the emergency management community who will promote, organize, and administer the CERT program in conjunction with local CERT trainers.

CERT Trainers: Instructional skills and certification in first aid, firefighting, and rescue techniques.

See CERT Web site at <http://www.fema.gov/emi/cert/>

Hours: 18
CEU's: 1.7

**E449 Incident Command System (ICS) Curricula
Train-the-Trainer (TTT)**

This course will train participants to teach the ICS field courses that EMI offers. Those courses are: *Intermediate ICS* (G195), *Advanced ICS* (G196), *ICS: Law Enforcement* (G190), *ICS: Public Works* (G192), *ICS for Public Officials Conference* (G194), and the *ICS/EOC Interface Workshop* (G191). This combined TTT will concentrate on "how to teach" the courses rather than on course content. Emphasis will be placed on Intermediate and Advanced-Level Courses. Participants can expect evening sessions in this course.

Intended Audience: Trainers who will be teaching EMI's ICS curricula.

Selection Criteria: People who have a working knowledge of ICS through experience and/or training, who have trained adults, and who agree to deliver the field version(s) of EMI's ICS curricula.

Prerequisites: Completion of the *Basic Incident Command System (ICS)* Independent Study course and at least one of the following EMI ICS courses: *ICS: Law Enforcement* (G190), *ICS: Public Works* (G192), *ICS/EOC Interface* (G191), or *Intermediate ICS* (G195).

Hours: 34
CEU's: 3.1

**S425 Radiological Series
Train-the-Trainer
(TTT) for Radiological
Instructors (Mt. Weather)**



This course is designed to qualify instructors to teach the following: *Fundamentals Course for Radiological Response* (G320), *Fundamentals Course for Radiological Monitors (FCRM)* (G320.1) and *Fundamentals Course for Radiological Response Teams (FCRRT)* (G320.2) and *Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)* (G346). The course includes background information on the radiological protection system, the management plan for the Radiological Training Series (the TD-100 publications), and all courses of the Radiological Training Series. Participants should be aware that micro-teaching is an objective of this course. The course does not concentrate on content, but rather on instructional methodology.

Selection Criteria: Instructors identified by the State as part of a cadre of radiological instructors who teach the *FCRM*, *FCRRT*, and *HMA*.

Prerequisites: Completion of the courses *FCRM* (G320.1) and *FCRRT* (G320.2). Completion of *Instructional Presentation Skills* (G261) or an adult education methods course or equivalent is recommended.

ACE Recommendation:

Credit Hours: 2 hours
Level: UD
Curricula: Radiological Science Education,
Education Technology

Hours: 34
CEU's: 3.1

Professional Development

In most communities, the strength of the emergency management system is related directly to the skills of the local emergency management professionals. Protection of lives and property begins on the local level where the emergency impact is felt immediately. Prompt, effective response and speedy recovery is the result of planning done over the years. The creation of a viable emergency management system, one that can tap needed resources from both public and private agencies, can be credited to those individuals who took leadership roles in their communities.

Course initiatives for instilling management and state-of-the-art skills for the training cadre and for developing additional expanded professional capabilities are now available. This cadre is at the core of training and a professional, competent emergency management workforce. The Master Trainer Program is designed to develop this cadre of training professionals capable of performing all training functions from analyzing training needs to the design, development, delivery, and evaluation of training activities with the goal of achieving excellence through training.

MASTER TRAINER PROGRAM

In the Master Trainer Program, each participant will be designing and developing training specific to the needs of his or her organization. After the *Performance and Needs Assessment* course, participants should conduct a needs assessment to identify a valid training need. Based on an identified need, a task analysis must be completed and used in the *Instructional Design* course to develop a Plan of Instruction that will be used in the *Course Development* course to develop training materials like instructor guides and student manuals. These materials will be used in the *Instructional Delivery* course to present a unit or a segment thereof. In *Course Evaluation*, participants will design an evaluation instrument for some of the units in their course materials.

Individuals interested in applying for the Master Trainer Program must attend the *Management and Supervision of Training* course first. This course is a prerequisite for all the other courses in the Master Trainer Program. In order to apply for the Practicum, an individual must have completed *Management and Supervision of Training*, *Performance and Needs Assessment*, and *Instructional Design*, and be accepted into the Master Trainer Program.

The practicum is the culminating activity of the Master Trainer Program. A Master Trainer candidate will be required to submit a proposal. Upon approval, a staff advisor will be assigned to the candidate as a mentor and provide necessary support. The practicum requirement should be completed within 1 year of successful completion of all other Master Trainer requirements. Those who complete the entire program will be designated a Master Trainer by EMI. The Master Trainer will be presented an EMI certificate with this special designation.

Completion of the National Fire Academy's *Fire Service Course Design* course may be substituted for EMI's *Instructional Design* course. No other course substitutions will be permitted.

To Apply

Applications for admission to the Master Trainer Program will be reviewed on an individual basis as they are received and require the following items:

- A letter from the applicant requesting admission to the program. The letter should specify applicant's qualifications, commitment to complete the entire program, and expectation of the program.
- A General Admission Application Form (FEMA Form 75-5). Item #9a should state "*EMI Master Trainer Program*." Indicate in item #10 completion of the *Management and Supervision of Training* course.
- The questionnaire, which is provided to all persons who complete the *Management and Supervision of Training* course, completed with information about a training need the applicant has identified in his/her area of responsibility.
- A letter of recommendation from the applicant's immediate supervisor indicating the organization's commitment to allow the applicant to complete the entire program.
- A college transcript or a copy of the diploma to support the completion of at least an associate's degree.

During the *Alternate Delivery Methods* course, participants will learn about designing and developing training for delivery using televised instruction, computer-based mediums, the Internet, and print-based independent study. This course is optional for people accepted into the Master Trainer Program before January 15, 2001. The course is required for those accepted into the program after January 15, 2001.

All materials should be packaged and sent directly to:

Master Trainer Program
Emergency Management Institute
16825 South Seton Avenue
Emmitsburg, MD 21727

The Emergency Management Institute will send a copy of the application to the appropriate State Training Officer for Emergency Management to obtain his/her approval. Without this approval, the applicant cannot be accepted into the program.

Individuals who are not accepted for the Master Trainer Program may apply for the individual courses within the program. Enrollment will be on a space-available basis, first come, first served.

The Master Trainer Program curriculum comprises courses E601 through E608 although E608 is not required.



E601 Management and Supervision of Training

This course is designed to enable participants to develop, plan, manage, and evaluate a training program effectively. Key topics include using an EMI-developed training management analysis tool to develop a training program, designing and developing courses, and selecting training sites, arranging logistics, promoting teamwork during training, minimizing liability, evaluating a training program, and developing an awareness of the alternatives available to standard classroom delivery.

This course is the initial activity in the Master Trainer Program (see page 70). As such, it provides a surface look at the functions of needs assessment, course design, course development, course delivery, and course evaluation. It is appropriate for those training managers whose training responsibility is a collateral responsibility or who are new to the position.

Selection Criteria: This course is designed for those who have overall responsibility for developing, planning, managing, and evaluating training programs. FEMA regional training managers, State emergency management training officers, and other State-level organizational training managers are appropriate candidates for this course. Managers of local training organizations will be accepted provided they demonstrate that the system they manage is of a complexity commensurate with that of the State emergency management organization which includes all of the functions identified above.

Prerequisites: Applicants must have the responsibility for developing, planning, managing, and evaluating a training program.

Hours: 36
CEU's: 3.1

ACE Recommendation:

Credit Hours: 2 hours
Level: UD
Curriculum: Human Resource Management or Adult Education



E602 Performance and Needs Assessment

This course will provide the participant with the knowledge, skills, and tools to conduct performance and needs assessments and the opportunity to practice these acquired abilities. An assessment plan will be based on a problem which individuals will analyze to determine whether an assessment needs to be done and what is the appropriate intervention.

Selection Criteria: The primary focus will be State training officers. FEMA staff, State exercise training officers, and other key emergency management trainers also may participate if they so desire.

Prerequisites: Participants must complete E601 first. Participants also should do research on a real problem from a department, agency, or organization.

Hours: 35
CEU's: 3.1

ACE Recommendation:

Credit Hours: 2 hours
Level: UD
Curriculum: Education, Public Administration, or Emergency Management

E603 Instructional Design

This course will provide the participant with the knowledge, skills, and tools to conduct instructional design in order to develop effective training. Participants will be able to work on a training need of their own choosing for most of the work assignments based on the needs assessment completed after the E602 course.

During the course, students will use their task list to organize their training and work on a Plan of Instruction. Students will orally present their Plan of Instruction and supporting analysis to other class members to sell their ideas and their plan.

Selection Criteria: The primary focus will be State training officers. FEMA staff, State exercise training officers, and other key emergency management trainers also may participate.

Prerequisites: Participants must complete E601 and E602 first. Participants also should possess an associate's degree from a regionally accredited college or university.

Hours: 36
CEU's: 3.1

Pre-Course Work: Since participants will be designing training for their organization, based on a needs assessment, they will be required to submit a list of tasks that students attending their training should be able to perform at the end of the training. Reading assignments also are part of pre-course work.

ACE Recommendation:

Credit Hours: 2 hours
Level: UD
Curriculum: Education, Public Administration, or Emergency Management

E604 Course Development

This course will provide participants with the knowledge, skills, and tools necessary to develop course materials for a content-specific course of instruction, which can be delivered effectively by other instructors.

Students will complete parts of a Student Manual and Instructor Guide, plus some visuals, a job aid, an activity guide, and pre-course letter.

Selection Criteria: The primary focus will be State training officers. FEMA staff, State exercise training officers, and other key emergency management trainers may also participate.

Prerequisites: Participants must complete E601, E602, and E603 first. Participants should also possess an associate's degree from a regionally accredited college or university.

Pre-Course Work: Participants will be required to complete and submit the plan of instruction they started during the *Instructional Design* course, do some preparatory reading, and complete a short self-study module on designing self-study materials.

Hours: 36
CEU's: 3.1

ACE Recommendation:

Credit Hours: 2 hours
Level: UD
Curriculum: Education, Public Administration, or Emergency Management

E605 Instructional Delivery

This 36-hour course will provide the participant with the knowledge, skills, and tools to become a more effective instructor. The course includes pre-course and in-class reading assignments, workgroup exercises, a quiz, and individual presentations. Since the emphasis of this course is on **delivery**, participants will be required to deliver three presentations using a variety of training techniques, with an opportunity to make an optional fourth presentation.

Selection Criteria: The primary focus will be State training officers, FEMA staff, and State exercise training officers. Other key emergency management trainers and professionals also may participate.

Prerequisites: Participants must complete E601, E602, E603, and E604 first. Participants also should possess an associate's degree from a regionally accredited college or university.

Pre-Course Work: Participants will be responsible for completing some pre-course and out-of-class reading assignments. Participants **must be prepared to deliver a presentation using the content of the unit or lesson of instruction that was developed in the Course Development course** or that they are developing for their Master Trainer Practicum.

Hours: 36
CEU's: 3.1

ACE Recommendation:

Credit Hours: 2 hours
Level: UD
Curriculum: Education, Adult Learning (Training), Public Administration, Emergency Management or Human Resource Development

K606 Evaluation of Training

This course will provide the participant with the knowledge, skills, and tools to evaluate training effectively. Using instructional materials designed and developed in previous Master Trainer courses, participants will develop at least one evaluation instrument for the training they are developing.

Selection Criteria: The primary focus will be State training officers. FEMA staff, State exercise training officers, and other key emergency management trainers also may participate.

Prerequisites: Participants must complete E601, E602, E603, and E604 first. Participants should also possess an associate's degree from a regionally accredited college or university.

Hours: 31
CEU's: 3.1

ACE Recommendation:

Credit Hours: 2 hours
Level: UD
Curriculum: Education, Adult Education and Training, or Human Resources Management

NOTE: *This is only available as self-paced training using the World Wide Web (WWW). When students complete E604-Course Development, they are put on a waiting list for K606. A blind drawing is conducted for students who complete E604 at the same time to determine the order on the waiting list.*

Only 10 students can be enrolled in K606 at one time and students have up to 14 weeks to complete, though most will complete in 4-8 weeks. Students will submit four written assignments for instructor evaluation and will be able to communicate electronically with the instructor and other students.

When a student completes K606, the next student on the waiting list will be notified to begin. A standard certificate will be issued upon successful completion of the course.

E607 Master Trainer Practicum

The Master Trainer Practicum is the culminating activity of the Master Trainer Program. It involves an individual project in which the student is responsible for conducting a training needs analysis aimed at enhancing some area of emergency management. Under the supervision of a mentor, the student will then design, develop, deliver, and evaluate a training activity to meet those needs.

Selection Criteria: The Master Trainer Practicum is available only to those individuals who have been accepted, and enrolled, in the Master Trainer Program.

Prerequisites: Participants must complete E601, E602, and E603 before submitting a practicum proposal for approval. Upon approval of the proposal, the student will be notified and assigned a mentor. Together the mentor and student will prepare a review plan for completion of the practicum.

E608 Alternate Delivery Methods

The *Alternate Delivery Methods* course is designed to train professionals in how to evaluate several non-classroom training alternatives and choose the most effective method(s) for delivering training.

At the conclusion of *Alternate Delivery Methods* the participants will be able to:

1. Choose the most efficient and effective delivery method or combination of methods based upon content, audience, and course objectives.
2. Identify the various personnel, equipment, and system resources necessary to provide training using a variety of methodologies.
3. Develop a business case and marketing plan for supporting the use of alternate delivery methods.

Selection Criteria: Participants in this course should be emergency management training managers who are actively involved in the course design, development, delivery, and evaluation process. Strong preference will be given to those applicants who have completed E601.

Prerequisites: Knowledge, skills, and abilities in the areas of conducting needs assessments, course design, development, delivery, and evaluation. The applicant should be familiar with the basic Microsoft Office 97 software packages, especially PowerPoint. Skill in using the Microsoft Internet Explorer or the Netscape Internet browser package also will be helpful. The applicant will be required to complete some pre-course work.

Hours: 42

CEU's: 3.7

ACE Recommendation:

<i>Credit Hours:</i>	2 hours
<i>Level:</i>	UD
<i>Curriculum:</i>	Educational Methodology Instructional Technology

E388 Advanced Public Information Officers

This advanced course builds on the foundations established in *Basic Public Information Officers* (G290) by focusing on PIO responsibilities in large-scale emergency situations. This is accomplished through a series of lectures and simulation exercises. Topics include legal issues, risk communication, interpersonal skills, effective communication in emergencies, media relations, and use of the joint information system.

Selection Criteria: Full- and part-time public information personnel who have completed the *Basic Public Information Officers* (G290). This requirement can be waived for those individuals who have extensive experience in public information activities. Waiver requests must be submitted in writing to the EMI Superintendent and approved in writing before an application will be accepted.

Prerequisites: *Basic Public Information Officers* (G290) (or pre-approved EMI waiver).

Hours: 36

CEU's: 3.1

ACE Recommendation:

Credit Hours: 2 hours

Level: LD

Curriculum: Communication, Emergency Management, Technical Writing, Public Relations, Speech, English

Response and Recovery

EMI's Response and Recovery Curriculum provides training and education for Federal, State, and local personnel involved in response and recovery activities.

The curriculum emphasizes the functions involved in response and recovery that can be applied to all hazards.

Disasters of all sizes illustrate the need to train and educate people about the importance of successful response and recovery activities. The Response and Recovery Curriculum provides such training and education for workers at the Federal, State, and local levels of government and allied organizations.

E202 Debris Management

This resident course is designed to focus on such topics as debris staff development, pre-disaster planning activities, local response and recovery actions, contracting procedures, temporary storage site selection/operation, volume reduction methods, environmental impacts, special debris situations, and direct Federal assistance.

Selection Criteria: State and local emergency management personnel including solid waste management and public works staff. Classes are filled on a first-come-first-served basis.

Hours: 26
CEU's: 2.6

**E208 State Coordinating Officer**

This course provides disaster operations management and leadership skills training for State disaster management staff including the State coordinating officer (SCO). The course concentrates on the partnership aspects of the State staff to the Federal staff who will be operating in a disaster field office (DFO). Federal disaster assistance programs also are covered.

Selection Criteria: State personnel selected by the State director to serve as SCO's or deputy SCO's, and other key staff. The course is designed for State personnel who have little or no experience in State disaster management.

Prerequisite: IS-208, *State Disaster Management*, complete thru Independent Study Program.

Hours: 30
CEU's: 2.4

**E210 Recovery from Disaster**

The resident version of this course is designed for local disaster recovery teams. These teams consisting of emergency managers, elected city/county administrators, public works directors, building inspectors, and community planners are taught how to develop a disaster recovery plan. Participants are given the opportunity to develop their own recovery plan outline during the course.

Hours: 32
CEU's: 3.2

E282 State Community Relations

This course provides knowledge and skills to individuals who are responsible for establishing, maintaining, and managing a State and local community relations capability in partnership with FEMA.

Selection Criteria: State personnel who are responsible for the development and management of a State and local community relations capability. These individuals may be managers from emergency management or an agency such as human resources or social services.

States are encouraged to bring a copy of existing documents such as a community relations annex to emergency operations plan, operating procedures, etc.

Hours: 34
CEU's: 3.1

**E288 State Donations Management**

This course is intended to provide State personnel, assigned as State donations coordinators, the capability to develop and coordinate a State program to manage unsolicited donated goods and unaffiliated volunteer services effectively during a large-scale disaster.

****States are encouraged to bring a copy of their existing donations annex, operating procedures, etc.**

Selection Criteria: Priority will be given to States who send a team of two participants: the State donations coordinator and a leading member of a voluntary agency (such as the Voluntary Organizations Active in Disaster [VOAD] chair). Each FEMA region also is invited to send a Human Services staff member.

Hours: 34
CEU's: 3.1

E376 State Public Assistance Operations

Formerly *New State Public Assistance Program Managers Workshop*, this course is designed to address State public assistance roles and responsibilities in FEMA's Public Assistance Program.

Selection Criteria: State public assistance officers and staff including local emergency management officials with responsibilities in submitting requests for public assistance and managing public assistance grants.

Hours: 34

CEU's: 3.1

Simulation and Exercise

This curriculum addresses emergency response activities for the total community—from the chief elected official to professional staff, both paid and volunteer, within the emergency response organizations. One set of courses in the curriculum is the Integrated Emergency Management Courses (IEMC). The IEMC stresses the integration of functions, resources, organizations, and individuals in all phases of emergency management. This course is offered in numerous versions to meet current needs and may be offered either for officials from several communities (generic course) or for a specific community. Current IEMC's include: *IEMC/All Hazards: Preparedness and Response*; the *IEMC/All Hazards: Recovery and Mitigation*; *IEMC/Hurricane: Preparedness and Response*; *IEMC/Hurricane: Recovery and Mitigation*; *IEMC/Earthquake: Preparedness and Response*; *IEMC/Earthquake: Recovery and Mitigation*; *IEMC/Consequences of Terrorism*; *IEMC/Hazardous Materials: Preparedness and Response*; and *IEMC/State*.

IEMC's immerse participants in the practical application of functions associated with disaster response management. Each course includes orientation presentations to specific response functions as well as a simulated emergency situation that participants must cope with in a high-stress disaster environment.

The IEMC's described in this section can be conducted for a specific community; however, the number of courses conducted annually in this fashion is limited. A request for a community-specific IEMC should be made at least 18 months before the date desired (see procedures in this section). Since a community-specific IEMC represents a substantial commitment of the Emergency Management Institute (EMI) resources to a single jurisdiction, a serious commitment also is required on the part of the participating community. Requests for IEMC community-specific offerings must be made by the chief elected or appointed community official, endorsed by the respective State emergency management agency, and approved by the appropriate Federal Emergency Management Agency (FEMA) regional office.

While every effort is made to accommodate individual applications for the IEMC courses, State offices of emergency management are the focal point for recruiting the participant positions for the generic courses, under the guidance of the FEMA regional offices. Each offering requires one chief elected official, one police chief, one fire chief, etc., to fill real-life positions used in the IEMC.

INTEGRATED EMERGENCY MANAGEMENT COURSE (IEMC) COMMUNITY-SPECIFIC APPLICATION PROCEDURES

Each year various communities throughout the United States express an interest in FEMA/EMI conducting an IEMC for their community emergency management officials and responders. Community-specific IEMC's require a major commitment from both the community and EMI, as well as from the FEMA regional office and State office of emergency management involved.

Because the demand for community-specific IEMC's exceeds the resources to deliver, application criteria and a formal selection process have been established. Both the selection process and information that will be reviewed to determine acceptance of a request are outlined below.

Steps in the Application/Selection Process

- The chief elected official of the jurisdiction submits a letter of request, addressing the specified criteria, to his/her respective State office of emergency management.
- If the State office of emergency management supports the request, it should attach a letter of endorsement outlining how acceptance of this request will meet State emergency management objectives. NOTE: At this stage in the request, the State office may elect not to forward the request but, instead, work with the community (especially if the community is under 100,000 in population) to conduct the G1 10 *Emergency Management Operations Course (EMOC)* for the community.
- If approved by the State office, the request should be forwarded to the appropriate FEMA regional office for review. The FEMA regional office, if it supports the application, should include an endorsement for each community it recommends. If more than one jurisdiction is submitted, the region should prioritize its recommendations.
- Applications should be received at EMI from the regions no later than April 15 each year. Between April 15 and May 15, EMI staff and FEMA program office representatives (as deemed appropriate based on information provided in the requests) will review the applications and rank them based on regional priority and information provided in the requests. Recommendations will be forwarded to the Superintendent of EMI for final selection no later than May 30.
- By June 30, communities that have been accepted will be notified, as will communities that were not accepted. Appropriate FEMA regional offices and State emergency management offices also will be notified.
- Communities that were not accepted and that want to be reconsidered for the following year must re-apply. Applications will not automatically be considered for the following fiscal year.

Communities must include the following with their letter of application:

- Population of jurisdiction.
- A brief description of the government structure (include organization chart if possible); clarify whether the request is for a single county or city or a combination of both.
- A narrative that includes the status of emergency management in the community, including past disaster history.
- Emergency management training and exercise history.
- Specific hazards facing the jurisdiction and/or specific hazards requested to be addressed in the IEMC.
- Any major national events planned for the jurisdiction, such as major sporting events, conventions, etc.
- The community emergency management objective(s) that will be accomplished through the IEMC.

NOTE: *Community applications also should indicate whether the community is participating in Project Impact and, if so, the nature of the activity.*

E900 IEMC/All Hazards: Preparedness
S900 and Response

This IEMC is a premier course that addresses preparedness and response in emergency situations resulting from severe weather-related hazards. This exercise-based course is conducted for two types of audiences. The participants in the “generic” audience IEMC represent various communities throughout the country. The “specific” audience IEMC is made up of participants all from one community. The IEMC places public officials and other key community leaders in a disaster simulation. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a learning environment that is nonetheless realistic. A key outcome of this IEMC is that additional planning needs are identified, providing the opportunity to enhance overall preparedness. The exercise scenario for *IEMC/All Hazards: Preparedness and Response* focuses on severe weather and related flooding.

Selection Criteria: Elected and appointed city and county officials. These include mayor, county executive, legal counsel, city manager, city council, finance director, personnel/human resources manager, public information officer, economic development manager, city/county mitigation officer, city/county emergency management director and staff, fire marshal, airport manager, housing coordinator, and director of transportation. Also included as eligible participants are State/area coordinators, State mitigation officers, National Guard representatives, and Federal/military personnel. Additionally, upper- and mid-management personnel, including supervisory, operational, and communications/dispatch staff from fire service, law enforcement, public works, and emergency medical services, are a part of the target audience. The Red Cross and Salvation Army (VOADs) and school and university systems also should be represented, along with business and industry—builders associations, business owners and managers associations, hotel and restaurant organizations, and engineers.*

* Except for IEMC’s reserved for specific communities, participants are recruited via position allocations assigned to FEMA regions and State emergency management offices.

Hours: 36
CEU's: 2.5

NOTE: *Participants are encouraged to enroll in both IEMC/All Hazards: Preparedness and Response and the IEMC/All Hazards: Recovery and Mitigation in consecutive, back to back, offerings.*

Please see page 16 about the new IEMC Open Enrollment Period.

E901 IEMC/All Hazards: Recovery and
S901 Mitigation

This exercise-based course emphasizing recovery and mitigation is new in the IEMC curriculum. It is similar to the *IEMC/All Hazards: Preparedness and Response* course in its format but emphasizes recovery and mitigation activities. This course is conducted for two types of audiences. The participants in the “generic” audience offering represent various communities throughout the country. This IEMC also may be offered to communities who have previously participated in a “specific” community IEMC. The *IEMC/All Hazards: Recovery and Mitigation* places public officials and other key community leaders in a simulation that begins **after** a disaster has affected a community. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a learning environment that is nonetheless realistic. A key outcome of this IEMC is to provide participants with the ability to carry out their respective functions related to disaster recovery, in both the short term and the long term. The exercise scenario focuses on recovery from severe weather and related flooding. Mitigation activities to prevent or reduce the future impact of a similar disaster also are identified during the mitigation exercise.

Selection Criteria: Elected and appointed city and county officials. These include mayor, county executive, legal counsel, city manager, city council, finance director, personnel/human resources manager, public information officer, economic development manager, city/county mitigation officer, city/county emergency management director and staff, fire marshal, airport manager, housing coordinator, and director of transportation. Also included as eligible participants are State/area coordinators, State mitigation officers, National Guard representatives, and Federal/military personnel. Additionally, upper- and mid-management personnel, including supervisory, operational, and communications/dispatch staff from fire service, law enforcement, public works, and emergency medical services, are a part of the target audience. Representatives of the Red Cross and the Salvation Army (VOADs) and school and university systems also should attend, as well as should representatives from business and industry, including chamber of commerce, builders associations, business owners and managers associations, hotel and restaurant organizations, and engineers.*

Recommendation: Persons enrolling in the *IEMC/All Hazards: Recovery and Mitigation* **should** have completed E900, or its predecessor course, E100, *IEMC/All Hazards*.

- * Except for IEMC's reserved for specific communities, participants are recruited via position allocations assigned to FEMA regions and State emergency management offices.

Hours: 36

CEU's: 2.5

NOTE: *Participants are encouraged to enroll in both IEMC/All Hazards: Preparedness and Response and IEMC/All Hazards: Recovery and Mitigation in consecutive, back to back, offerings.*

Please see page 16 about the new IEMC Open Enrollment Period.

**E905 IEMC/Hurricane: Preparedness and
S905 Response**

This IEMC addresses preparedness and response in emergency situations resulting from a hurricane. This exercise-based course is conducted for two types of audiences. The participants in the “generic” audience IEMC represent various communities throughout the country. The “specific” audience IEMC is made up of participants all from one community. The IEMC places public officials and other key community leaders in a disaster simulation. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in an educational, yet realistic, environment. A key outcome of this IEMC is that additional planning needs are identified, providing the opportunity to enhance overall preparedness. The exercise scenario for *IEMC/Hurricane: Preparedness and Response* focuses on evacuation issues prior to the simulated hurricane making landfall and response activities after landfall.

Selection Criteria: Elected and appointed city and county officials. These include mayor, county executive, legal counsel, city manager, city council, finance director, personnel/human resources manager, public information officer, economic development manager, city/county mitigation officer, city/county emergency management director and staff, fire marshal, airport manager, housing coordinator, and director of transportation. Also included as eligible participants are State/area coordinators, State mitigation officers, National Guard representatives, and Federal/military personnel. Additionally, upper- and mid-management personnel, including supervisory, operational, and communications/dispatch staff from fire service, law enforcement, public works, and emergency medical services, are a part of the target audience. Staff members of the Red Cross and the Salvation Army (VOADs) and of school and university systems also should attend, as well as representatives from business and industry, including chambers of commerce, builders associations, business owners and managers associations, hotel and restaurant organizations, and engineers.*

* Except for IEMC’s reserved for specific communities, participants are recruited via position allocations assigned to FEMA regions and State emergency management offices.

Hours: 36
CEU's: 2.5

NOTE: *Participants are encouraged to enroll in both IEMC/Hurricane: Preparedness and Response and IEMC/Hurricane: Recovery and Mitigation in consecutive, back to back offerings.*

Please see page 16 about the new IEMC Open Enrollment Period.

E906 IEMC/Hurricane: Recovery and
S906 Mitigation

This IEMC with emphasis on recovery and mitigation issues is another addition to the IEMC curriculum. This exercise-based course is similar to *IEMC/Hurricane: Preparedness and Response* in its format, but emphasis is placed on recovery and mitigation activities following a hurricane. This course is conducted for two types of audiences. The participants in the “generic” audience represent various communities from throughout the country. This IEMC also may be offered to communities who have previously participated in a “specific” community IEMC. The *IEMC/Hurricane: Recovery and Mitigation* places public officials and other key community leaders in a simulation that begins **after** a disaster has affected a community. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a learning environment that is realistic. A key outcome of this IEMC is to provide participants with the ability to carry out their respective functions related to disaster recovery, both in the short term and long term. The exercise scenario focuses on a community recovery from a hurricane disaster. Mitigation activities to prevent or reduce the future impact of a hurricane also are identified through course exercises.

Selection Criteria: Elected and appointed city and county officials. These include mayor, county executive, legal counsel, city manager, city council, finance director, personnel/human resources manager, public information officer, economic development manager, city/county mitigation officer, city/county emergency management director and staff, fire marshal, airport manager, housing coordinator, and director of transportation. Also included as eligible participants are State/area coordinators, State mitigation officers, National Guard representatives, and Federal/military personnel. Additionally, upper- and mid-management personnel to include supervisory, operational, and communications/dispatch staff from fire service, law enforcement, public works, and emergency medical services are a part of the target audience. Red Cross and Salvation Army (VOADs) staff and school and university systems also should attend, as well as representatives from business and industry, including chambers of commerce, builders associations, business owners and managers associations, hotel and restaurant organizations, and engineers.*

Recommendation: Persons enrolling in this course **should** have completed *IEMC/Hurricane: Preparedness and Response*, or its predecessor course, E104, *IEMC/Hurricane*.

- * Except for IEMC’s reserved for specific communities, participants are recruited via positions allocations assigned to FEMA regions and State emergency management offices.

Hours: 36
CEU’s: 2.5

NOTE: *Participants are encouraged to enroll in both IEMC/Hurricane: Preparedness and Response and IEMC/Hurricane: Recovery and Mitigation, in consecutive, back to back offerings.*

Please see page 16 about the new IEMC Open Enrollment Period.

**E910 IEMC/Earthquake: Preparedness and
S910 Response**

This *IEMC/Earthquake* course addresses preparedness and response in emergency situations resulting from an earthquake. This exercise-based course is conducted for two types of audiences. The participants in the “generic” audience IEMC represent various communities from throughout the country. The “specific” audience IEMC is made up of participants all from one community. The IEMC places public officials and other key community leaders in a disaster simulation. The course methodologies of classroom instruction, planning sessions, and exercises, allow for structured decisionmaking in a learning environment that is realistic. A key outcome of this IEMC is that additional planning needs are identified, providing the opportunity to enhance overall preparedness. The exercise scenario for the *IEMC/Earthquake: Preparedness and Response* focuses on response to an earthquake. Also, additional planning needs to prepare for an earthquake response are identified.

Selection Criteria: Elected and appointed city and county officials. These include mayor, county executive, legal counsel, city manager, city council, finance director, personnel/human resources manager, public information officer, economic development manager, city/county mitigation officer, city/county emergency management director and staff, fire marshal, airport manager, housing coordinator, and director of transportation. Also included as eligible participants are State/area coordinators, State mitigation officers, National Guard representatives, and Federal/military personnel. Additionally, upper- and mid-management personnel, including supervisory, operational, and communications/dispatch staff from fire service, law enforcement, public works, and emergency medical services, are a part of the target audience. Representatives of the Red Cross and the Salvation Army (VOADs) and of school and university systems also should attend, as well as representatives from business and industry, including chambers of commerce, builders associations, business owners and managers associations, hotel and restaurant organizations, and engineers.*

* Except for IEMC's reserved for specific communities, participants are recruited via position allocations assigned to FEMA regions and State emergency management offices.

Hours: 36
CEU's: 2.5

NOTE: *Participants are encouraged to enroll in both IEMC/Earthquake: Preparedness and Response and IEMC/Earthquake: Recovery and Mitigation in consecutive, back to back offerings.*

Please see page 16 about the new IEMC Open Enrollment Period.

E911 IEMC/Earthquake: Recovery and
S911 Mitigation

This is another new IEMC, which emphasizes recovery and mitigation issues. This exercise-based course is similar to the *IEMC/Earthquake: Preparedness and Response* in its format but emphasizes recovery and mitigation activities following a major earthquake. This course is conducted for two types of audiences. The participants in the “generic” audience IEMC represent various communities from throughout the country. This IEMC also may be offered to communities who have previously participated in a “specific” community IEMC. The *IEMC/Earthquake: Recovery and Mitigation* course places public officials and other key community leaders in a simulation that begins **after** a disaster has affected a community. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in an educational, yet realistic, environment. A key outcome of this IEMC is to provide participants with the ability to carry out their respective functions related to disaster recovery, both in the short-term and long-term. The exercise scenario focuses on a community recovery from an earthquake disaster. Mitigation activities to prevent or reduce the future impact of an earthquake also are identified through course exercises.

Selection Criteria: Elected and appointed city and county officials. These include mayor, county executive, legal counsel, city manager, city council, finance director, personnel/human resources managers, public information officer, economic development manager, city/county mitigation officer, city/county emergency management director and staff, fire marshal, airport manager, housing coordinator, and director of transportation. Also included as eligible participants are State/area coordinators, State mitigation officers, National Guard representatives, and Federal/military personnel. Additionally, upper- and mid-management personnel to include supervisory, operational, and communications/dispatch staff from fire service, law enforcement, public works, and emergency medical services are a part of the target audience. Members of the Red Cross and the Salvation Army (VOADs) and school and university systems also should attend, as well as representatives from business and industry, including chambers of commerce, builders associations, business owners and managers associations, hotel and restaurant organizations, and engineers.*

Recommendation: Persons enrolling in this course **should** have completed *IEMC/Earthquake: Preparedness and Response* or its predecessor course, E160, *IEMC/Earthquake*.

- * Except for IEMC’s reserved for specific communities, participants are recruited via position allocations assigned to FEMA regions and State emergency management offices.

Hours: 36
CEU’s: 2.5

NOTE: *Participants are encouraged to enroll in both IEMC/Earthquake: Preparedness and Response and IEMC/Earthquake: Recovery and Mitigation in consecutive, back to back offerings.*

Please see page 16 about the new IEMC Open Enrollment Period.

S915 IEMC/Consequences of Terrorism

This IEMC focuses on preparing for and responding to the consequences of a terrorist act. This exercise-based course is conducted for two types of audiences. The participants in the “generic” audience IEMC represent various communities from throughout the country. The “specific” audience IEMC is made up of participants all from one community. The IEMC places public officials and other key community leaders in a disaster simulation. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a realistic learning environment. In the *IEMC/Consequences of Terrorism*, special attention is placed on the response among agencies when the disaster area also is a crime scene.

Selection Criteria: Elected and appointed city and county officials. These include mayor, county executive, legal counsel, city manager, city council, finance director, personnel/human resources manager, public information officer, economic development manager, city/county mitigation officer, city/county emergency management director and staff, fire marshal, airport manager, housing coordinator, and director of transportation. Also included as eligible participants are State/area coordinators, National Guard representatives, and Federal/military personnel. Additionally, upper- and mid-management personnel, including supervisory, operational, and communications/dispatch staff from fire service, law enforcement, public works, and emergency medical services, are a part of the target audience. The Red Cross and the Salvation Army (VOADs) and school and university systems also should attend.*

- * Except for IEMC's reserved for specific communities, participants are recruited via position allocations assigned to FEMA regions and State emergency management offices.

Hours: 36
CEU's: 2.5

**E920 IEMC/Hazardous Materials:
S920 Preparedness and Response**

This IEMC focuses on preparing for and responding to a major hazardous materials incident. This exercise-based course is conducted for a “generic” audience. The participants in the “generic” audience IEMC represent various communities from throughout the country. The IEMC places public officials and other key community leaders in a disaster simulation. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a learning environment that is nonetheless realistic.

Selection Criteria: Elected and appointed city and county officials. These include mayor, county executive, legal counsel, city manager, city council, finance director, personnel/human resources manager, public information officer, economic development manager, city/county mitigation officer, city/county emergency management director and staff, fire marshal, airport manager, and director of transportation. Additionally, upper- and mid-management personnel, including supervisory, operational, and communications/dispatch staff from fire service, law enforcement, public works, and emergency medical services, are a part of the target audience. The Red Cross and Salvation Army (VOADs) and school and university systems also should attend.*

- * Participants for this IEMC are recruited via position allocations assigned to FEMA regions and State emergency management offices.

Hours: 36
CEU's: 2.5

Please see page 16 about the new IEMC Open Enrollment Period.

**E925 IEMC/State: Response and Recovery
S925**

An exercise-based course combining classroom presentation, planning session, response exercise, and recovery exercise designed to simulate a major emergency involving many State resources.

Selection Criteria: Includes staff of State emergency management, police/patrol, department of agriculture, department of natural resources, department of health, department of transportation, social services, private/public utilities, media, and volunteer organizations.

NOTE: *Requests for this specialized IEMC should be originated by the State director of emergency management, endorsed by the governor, and forwarded through the appropriate FEMA regional office to the Superintendent, Emergency Management Institute.*

**Hours: 36
CEU's: 2.5**

**INTEGRATED EMERGENCY
MANAGEMENT COURSES
FOR SPECIFIC COMMUNITIES**

While other courses in the IEMC series are available for specific communities, the following IEMC's have been very successful for community offerings. These IEMC's place emphasis on community response and short-term recovery issues. They are tailored to fit the community and are based on a selected hazard type. The course methodologies of classroom instruction, planning sessions, and exercises allow for structured decisionmaking in a learning, yet realistic, environment. A key outcome of this IEMC is to provide participants with the ability to carry out their respective functions related to disaster response and assist with making the transition from response activities to short-term recovery. These actions allow the community to "position" itself better for long-term recovery.

**E930 IEMC/Community Specific/All
S930 Hazards: Response and Recovery****E931 IEMC/Community Specific/Hurricane:
S931 Response and Recovery****E932 IEMC/Community Specific/Earthquake:
S932 Response and Recovery**

Selection Criteria: Elected and appointed city and county officials. These include mayor, county executive, legal counsel, city manager, city council, finance director, personnel/human resources manager, public information officer, economic development manager, city/county mitigation officer, city/county emergency management director and staff, fire marshal, airport manager, and director of transportation. Additionally, upper- and mid-management personnel, including supervisory, operational, and communications/dispatch staff from fire service, law enforcement, public works, and emergency medical services, are a part of the target audience. The Red Cross and the Salvation Army (VOADs) and school and university systems also should attend.*

* A community desiring to participate in these courses should submit an application following the procedures outlined in this catalog on page 36.

**Hours: 36
CEU's: 2.5**

E136 Exercise Development

This course is designed for experienced emergency exercise staff to acquire in-depth knowledge and skills related to the exercise development process, including management, control, simulation, and evaluation. An emphasis is placed on the construction of exercise planning documents; staffing and training of team leaders in control, simulation, and evaluation; the development of expected player actions and points of review; and exercise administration and logistics.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have the responsibility to lead or serve as a team member on their respective organization's/jurisdiction's exercise development teams.

Prerequisites: The participant should have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to lead and serve as a member of his/her respective organization's/jurisdiction's exercise planning and/or development team. EMI **recommends** that participants complete IS-120, *An Orientation to Community Disaster Exercises*; G120, *Exercise Design*; and G130, *Exercise Evaluation*.

Hours: 36

CEU's: 2.5

NON-RESIDENT COURSES

Mitigation

Mitigation makes sense—and it works. For every dollar spent on mitigation, *at least two are saved in potential response and recovery costs.*

Mitigation means preventing a disaster from ever happening in the first place through land-use planning, retrofitting, effective building codes, hazards identification and risk assessment, and a wide variety of other activities. Mitigation reduces the impact of any future disaster; it protects a community on a *long-term* basis. A disaster-resistant community is one where citizens, elected officials; and local businesses undertake “sustained action that reduces or eliminates long-term risk to people and property from hazards and their effects.”

Project Impact is FEMA's initiative to encourage communities to become disaster resistant. The emphasis in Project Impact is on efforts at the *local* level, with mitigation goals determined by the community. A key characteristic of Project Impact communities is the strong partnerships developed between government, private industry, and the citizens of a community, partnerships that bring together resources from diverse sources to address a common goal.

EMI's non-resident courses provide a way for many of these partners to attend the training they need at the State or local level. These courses are designed for those who make mitigation happen by making changes at the local level: local officials and community leaders; architects, engineers and building officials; building contractors; educators and school administrators and others concerned with making their community disaster resistant.

Local mitigation leaders also are encouraged to review EMI's Independent Study curriculum offerings, described in this catalog beginning on page 112.

G225 Seismic Retrofit Training for Building Contractors and Inspectors

This 8-hour course demonstrates methods to retrofit residential structures to reduce seismic damage. Students are shown methods of properly tying a structure to a foundation and using connectors to strengthen its frame. Topics covered include earthquake basics, shear walls, foundations, connections, and miscellaneous elements in construction. In addition, liability issues for contractors are discussed throughout the course. The manual is designed to be an on-site reference tool for contractors.

Selection Criteria: This course is intended for builders, building contractors, building inspectors, and others responsible for retrofitting residential structures to reduce seismic damage.

**G246 Disaster-Resistant Jobs Training**

This 2-day course is designed to highlight the need for the local business community to mitigate and prepare for disasters. Communities must protect their economic base in order to survive and thrive in the wake of a disaster. This course will help local leaders recognize the impact of disasters on business and industry and what steps need to be taken to lessen the impact of disaster on local jobs.

Selection Criteria: This course is for economic development district staff, local community leaders and business people, chamber of commerce staff, State economic development officials, and State and local emergency managers.

G253 FEMA Program Responsibilities: Coordinating Environmental and Historical Compliance

This 3-day course is intended as an introduction to environmental and historic compliance. It examines the importance of fully integrating the compliance steps stipulated by the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA) into the administration of the Public Assistance and Hazard Mitigation Grant (HMGP) Programs. It addresses the same subject areas as E253 from the field level perspective more than the management level perspective and therefore is directed to those at environmental/historic entry levels, and others whose primary function is not environmental/historic.

Selection Criteria: Entry-level individuals wishing to qualify at level one or level two environmental or historic specialist. Others whose primary function is not environmental/historic, but whose work requires reasonable understanding of these requirements: public assistance coordinators, public assistance officers, grant (HMGP, Project Impact, Flood Mitigation Assistance, Unmet Needs) project officers, and their line managers in the disaster field office (DFO). The regions recommend members of the Environmental and Historic Cadre and/or program specialists working with environmental and historic issues to attend the training.

Prerequisites: Some environmental/historic background or training (for environmental/historic specialists), or some DFO experience (for others). Participants should have received training in their respective program area prior to taking this course.

NOTE: *This course will be offered on a periodic basis based on a region's demonstrated need for environmental and historic training and the availability of qualified trainers.*

G260 HMGP/FMA Financial Grants Management

This course provides the student with information on managing HMGP/FMA grants. It includes information on applications, processing, audits, and closeout.

Selection Criteria: The target audience are State and Federal staff involved with the HMGP/FMA program.

**G278 Benefit-Cost Analysis: Entry-Level Training**

This 2-day course is designed as an introduction to the fundamental concepts of benefit-cost (BC) analysis. Participants will learn how to obtain BC data and conduct analyses using the basic versions of the riverine and coastal A-zone software modules. This course will **not** teach how to conduct level-two BC analyses.

Selection Criteria: The target audience is FEMA and State hazard mitigation officials. Other personnel involved in conducting BC analyses also may apply. Participants should have some prior knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs). Familiarity with basic flood mitigation terminology is suggested.

G279 Retrofitting Flood-Prone Residential Buildings

This 2-day course is designed to provide engineering guidance on retrofitting existing one- to four-family residential structures situated in flood-prone areas. Subjects covered include an introduction to retrofitting, regulatory framework, controlling parameters, building assessment, and design practices. There is also a 1-hour unit on economics and a final exam.

Selection Criteria: This course is intended for engineers, architects, and building code officials. Floodplain management, hazard mitigation, planning, zoning, and public works officials with engineering, architectural, or building science knowledge are also part of the target audience.

**G285 Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training**

The goal of the 2½-day course is to enable participants to conduct complex benefit-cost (BC) analysis on riverine or coastal A-zone flood mitigation projects using FEMA's Riverine Flood Limited-Data (LD) module. The course builds on the skills taught in the *BC Analysis: Entry-Level Training* and focuses exclusively on the LD module.

Selection Criteria: The target audience is FEMA and State hazard mitigation officials. The course is intended for participants who have completed the entry-level training (G278) or have several months' on-the-job experience using FEMA's BC analysis modules. Participants should have knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs). Familiarity with flood mitigation terminology is suggested.

G362 Multi-Hazard Program for Schools

This course is designed to help participants recognize the need to plan for all types of disaster. Since planning is a process, planning is included in every unit and activity.

Participants completing the course will be able to explain the importance of a school safety program to others and to lead individuals in their schools and community through the process of developing an effective multi-hazard program.

Selection Criteria: This course is intended for State and local training teams that should include one of the following:

- Representative of State department of education
- Representative of school district, such as
 - District administrator or school board member
 - School principal or assistant principal
 - District or school risk manager
 - District or school plan facility engineer/manager
 - District resource officer supervisor or school resource officer, crisis team member, or school counselor
- Representative of emergency management
- Representative of law enforcement
- Representative of fire service
- Representative of medical service

G376 State Hazard Mitigation Planning

This 1-day course is designed to provide participants with the knowledge and resources about hazard mitigation concepts, programs, and regulations that will enable them to contribute to their States' efforts to reduce vulnerability to natural hazards. The course modules include hazard vulnerability and mitigation, the State hazard mitigation program, post-disaster mitigation opportunities, and a hazard mitigation case study exercise.

Selection Criteria: State officials who have been or would be assigned lead responsibility within their particular State agency for accomplishing hazard mitigation. All State agencies should be represented at this course because the programs and activities of virtually all State agencies affect the socioeconomic, land use, and development patterns of local governments within the State. Representatives of large local jurisdictions whose mitigation activities may affect State-level operations also may participate in the course.

G377 Regional Hazard Mitigation Planning

This course is designed to provide participants with knowledge about hazard mitigation that will enable them to effectively coordinate State and local hazard mitigation responsibilities. Course modules include State mitigation responsibilities, mitigation techniques and technology, planning, managing the grant program, and developing State mitigation teams. Issues are addressed through a variety of techniques such as workshops, informal discussions, group analysis of a realistic case, and practical exercises. The course can be conducted in a 2- to 3-day format to allow for regional flexibility in selecting course content.

Selection Criteria: State hazard mitigation officers who have been assigned lead responsibility within their State governments for accomplishing hazard mitigation. Each State should send at least one representative from its State office of emergency management and one from its State office of natural resources. It is recommended that the State emergency management training officer also attend this course to obtain background information that is essential to the “team training” approach necessary to successfully deploy mitigation training at the State and local levels.

**G379 Interagency Hazard Mitigation Team Training**

This course is designed specifically to train participants who may have responsibility to serve on an interagency hazard mitigation team. The course covers pre-disaster as well as post-disaster situations, and its purpose is to provide team members with knowledge of the range of mitigation activities. The modular format gives the instructor maximum flexibility in designing the course. The course can be taught in a 1½-day to a 4-day format.

Selection Criteria: Designated members of interagency hazard mitigation teams and their alternates as well as Federal, State, and local staff who may be so designated.

G393 Mitigation for Emergency Managers

This course is designed to train emergency managers and other interested individuals who have no specialized technical background, but can support mitigation efforts as advocates. The course provides activities and exercises that build the participants' abilities to: perform the tasks and responsibilities of the emergency manager's role; create long-term strategies for disaster-resistant communities; identify local mitigation opportunities; select mitigation solutions to hazard risk problems; find resources to carry out mitigation activities in a post-disaster environment.

Selection Criteria: Local government officials, emergency managers, community leaders in such efforts as voluntary organizations, businesses and industries, and other emergency service personnel.

Prerequisites: Completion of IS-393, *Introduction to Mitigation*.

**G398 Mitigation and Recovery Exercises**
G398.1 Earthquake
G398.2 Flood
G398.3 Hurricane

The *Mitigation and Recovery Exercises* are 1-day exercises for local government agencies such as building officials, zoning officers, commissioners, councils, and chief executive officers. The exercises present a series of challenges to a local government that could face a threat from earthquake, flood, or hurricane. The local government will have to solve how it intends to deal with temporary housing issues, building permits, and temporary business locations as well as long-term recovery issues.

These exercises work well in any size community from large metropolitan areas to small rural towns and villages. The exercise material explains what must be done to plan and prepare for the activity.

**G434 Earthquake Program
For Schools**

This 2-day course is intended to help the school community prepare to be self-sufficient in the aftermath of a damaging earthquake. Topics include planning, hazard identification and nonstructural mitigation techniques, drills, immediate response exercises, post-earthquake recovery and mitigation opportunities, and crisis intervention.

Selection Criteria: The intended audience for the workshop includes school district administrators, principals, school board members, school district facility and risk managers and others concerned with the physical plant and operation of a school system, teachers, PTA members, and local emergency services officials.

**G436 Earthquakes: A
Teacher's Package
for K-6**

This hands-on workshop introduces kindergarten and elementary teachers to *Earthquakes: A Teacher's Package for K-6* (publication FEMA 159). Also known as *Tremor Troop*, the collection of multi-disciplinary hands-on classroom activities was developed for FEMA by the National Science Teachers Association. The material provides basic information about earthquakes. The lesson plans and activities are designed to promote scientific literacy among young children and give them the information and skills they need to cope safely during and following an earthquake. The workshop also addresses **Crisis Intervention**, focusing on the needs of children and school personnel, and **earthquake risk reduction for schools**.

Selection Criteria: Elementary science coordinators, elementary curriculum coordinators, kindergarten and elementary classroom teachers, and teacher educators from regional science and educational resource centers.

The purpose of the 1-day workshop is to introduce *Tremor Troop* to teachers who then will use it in their own classrooms.

The purpose of the 2-day workshop is to introduce *Tremor Troop* to educators who then will train teachers in their own districts.

**G439 Seismic Sleuths: A
Teacher's Package on
Earthquakes for
Grades 7-12**

This 2-day institute introduces master teachers of grades 7–12 to *Seismic Sleuths* curriculum. This teacher's package provides hands-on/minds-on classroom activities on earthquake-related topics that can be integrated into existing science, math, and social studies curricula. Produced by the American Geophysical Union, in cooperation with FEMA, the materials foster an understanding of how science, math, and social studies concepts can be applied to reduce earthquake hazards and risk in the built environment through seismic safety design, construction, land-use, and emergency management techniques.

Selection Criteria: Master teachers with a minimum of 5 years of teaching experience in grades 7–12. The purpose of the institute is to introduce the package to master educators who then will provide workshops for teachers in their school districts.

FIELD-DELIVERED COOPERATIVE COURSES

FEMA's Mitigation Directorate, in cooperation with the Preparedness, Training, and Exercise Directorate, has entered into cooperative agreements with numerous professional organizations and associations in order to bring appropriate technical mitigation information to the audiences served by these organizations. To date, we have developed technical training courses and seminars for the following audiences:

- Building Code Enforcement Officials
- Engineers
- Architects
- School Administrators
- K-12 Teachers

Should you wish to arrange for such technical courses or seminars to be conducted in your State or jurisdiction, please contact your FEMA regional training manager for additional information. The upcoming courses and seminars, as they are scheduled, also will be listed on EMI's training bulletin board.

Preparedness and Technology

The Emergency Management Institute offers a number of training activities that develop operational capabilities and facilitate an effective response when an emergency occurs. Much of this preparedness training supports the requirements of chief executives and top-level, appointed emergency management officials. Public officials are responsible for protecting the lives and property of their constituents at all times. Yet, it is the emergency management professional on whom chief executives must depend for developing and maintaining emergency response capabilities on a day-to-day basis, as well as for providing sound advice and proper resource support during a period of crisis. This team relationship is critical for smooth, quick decisionmaking and coordination during a community emergency. Preparedness courses provide both orientation and insight into emergency responsibilities including the development of emergency plans, facilities, and appropriate public policies.

EMI offers courses that facilitate public policy formulation, technical skill building, and effective planning measures at Federal, State, and local levels of government. Such courses, seminars, and workshops address preparedness issues including continuity of government, radiological preparedness, hazardous materials, and the Chemical Stockpile Emergency Preparedness Program.

Some of the training is specific and technical, while other topics are designed to stimulate proactive policy level decisionmaking. The many resident and non-resident training activities included in the Preparedness and Technology Curriculum provide specialized training and information needed by Federal, State, and local government staffs and selected representatives from the private sector (business and industry).

G190 Incident Command System (ICS): Law Enforcement

This 2-day course introduces law enforcement personnel to the ICS. Several scenarios are included that allow participants to apply ICS to law enforcement.

Selection Criteria: Law enforcement officers who are involved with ICS.

**G191 Incident Command System/Emergency Operations Center (ICS/EOC) Interface**

This 1½-day course works best when delivered to Incident Command System and Emergency Operations Center personnel from the same community. The course provides an opportunity for participants to begin developing an ICS/EOC interface for their community. The course reviews ICS and EOC responsibilities and functions and depends heavily on exercises and group discussions to formulate the interface.

Selection Criteria: Participants should be teams from a community's ICS and EOC personnel.

**G192 Incident Command System (ICS): Public Works**

This 2-day course introduces public works personnel to the ICS. Several scenarios are included that allow participants to apply ICS to public works events.

Selection Criteria: Public works personnel involved with ICS.

**G194 Incident Command System (ICS) for Public Officials Conference**

The 1½-hour conference is designed as a briefing for elected and appointed policy level officials. This conference focuses on providing public officials with an awareness of ICS as an effective management tool which can be adopted in managing emergency situations.

Selection Criteria: Elected and appointed policy level officials.

G195 Intermediate Incident Command System (ICS)

This 3-day course is designed for a multi-discipline audience of persons who would likely serve as supervisors in an ICS structure. Topics include organization and staffing, incident and event planning/staffing, organizing a response to an incident or a planned event, and incident resource management. The course includes group activities, a tabletop exercise, and a final examination.

The content of this course is generally equivalent to the *National Interagency Incident Management System (NIIMS)* training modules 7–11 (I-300).

Selection Criteria: Participants who would serve in supervisory positions in an ICS structure.

Prerequisites: Successful completion of at least one of the following: EMI's *Basic ICS* Independent Study (IS-195), *ICS for Law Enforcement* (G190), or *ICS for Public Works* (G191), or NIIMS training modules 1-6 (I-100/200).

**G196 Advanced Incident Command System (ICS)**

This 3-day course is designed for a multi-discipline audience of staff who would likely serve as incident commanders in an ICS structure. Topics include command and general staff, unified command, major incident management, area command, and multi-agency coordination. The course includes group activities, a tabletop exercise, and a final examination.

The content of this course is generally equivalent to the *National Interagency Incident Management System (NIIMS)* training modules 12–16 (I-400).

Selection Criteria: Participants who would serve as Incident Commanders in an ICS structure.

Prerequisites: Successful completion of at least one of the following: *Intermediate ICS* or *NIIMS* training modules 7–11 (I-300).

G200 Public Officials Conference

This 1-day conference for a city/county provides an orientation to the Federal, State, and local partnership in emergency management. FEMA programs are related to State and local needs and activities. Participants learn how to use such programs effectively to meet responsibilities. They also share information that would enhance emergency management at all levels of government and discuss specific community preparedness capabilities.

Selection Criteria: Elected and appointed officials, private association leaders, and private disaster and emergency relief officials.

**G250.1 Workshop: State and Local Continuity of Government (COG)**

This 1-day module is designed to increase awareness and understanding of the concept of COG and the seven preparedness/planning elements that are necessary to ensure that State and local governments can carry out their executive, legislative, and judicial functions under the threat or occurrence of any emergency that could disrupt such functions and services. This training activity should be delivered as part of a WEM.

Selection Criteria: State and local officials, emergency managers, and other members of community support groups.

**G235 Emergency Planning**

This 3-day workshop is a redesigned planning course (in recognition of the unique hazards, resources, and circumstances of each community) for developing the expertise of community planning teams along principles offered in *State and Local Guide (SLG) 101, Guide for All-Hazard Emergency Planning*. Participants are required to complete a pre-workshop self-instruction of about 2 day's study and research.

Selection Criteria: All members of the emergency management team, including chief executive officers, heads of departments, representatives of volunteer and private sector organizations, population protection planners, operations officers, and others with varying lengths of service in emergency management. State and local staff are encouraged to take *Principles of Emergency Management* (G230) (formerly *Introduction to Emergency Management* (PDS)) before taking this course.

**G250.6 Workshop: Amateur Radio Resources**

This 3- to 4-hour workshop is designed to provide State and local elected officials, emergency managers, and other public officials an understanding of how these volunteer communication groups can help in supplementing telecommunication and warning systems.

Selection Criteria: State and local elected officials, emergency managers, and other public officials.

G250 Workshop: Emergency Management (WEM)

This special workshop deals with specific emergency management activities and problems. It is intended to cover non-administrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

**G250.11 Workshop:
Continuity of
Operations
(COOP)**



This 1-day module is designed to increase awareness and understanding of the need for continuity of operations plans for State and local government offices. Recent events have demonstrated that government buildings and offices can be closed for extended periods of time due to natural or manmade events. These closures negatively affect service delivery to the general public. The workshop focuses on identifying State and local government tasks that must continue should an incident affect the staff or location where the tasks are performed. The workshop introduces the benefits of public-private cooperation in COOP planning. This introduction to COOP planning also will help participants determine appropriate backup measures so that essential service delivery can continue.

Selection Criteria: State and local government agency/department representatives.



**G250.12 Senior Officials' Workshop: Preparedness
and Response for Terrorist Incidents
(involving nuclear, biological, and
chemical agents)**

This 6½-hour workshop is an EMI field version of the same course originally conducted by the Department of Defense in the 120 designated metropolitan areas as part of the Domestic Preparedness Program. It focuses on planning and preparedness for terrorist incidents involving nuclear, biological, and chemical (NBC) incidents. The audience for the workshop is the mayor and his or her cabinet officials (department heads). The first half of the workshop discusses planning issues, along with local, State, and Federal capabilities. The second half is a tabletop exercise involving terrorist use of NMC agents in the local jurisdiction.

Selection Criteria: The mayor, cabinet officials (department heads/chiefs), local, and State partners for response to a terrorist incident.

**G271 Hazardous Weather
and Flood Preparedness**



This 2½-day field course was developed by the National Weather Service (NWS) and FEMA staff with input and assistance from many State and local emergency managers. It is intended to help promote more proactive responses to weather and flood hazards through close coordination between emergency management and NWS.

Since the United States experiences more severe weather than any other country, emergency managers need to know:

- how the basic elements of weather can combine to create potential hazards in their areas;
- what information is available and how it can be obtained;
- how to analyze the information on developing threats and how to project potential impacts; and
- how to determine when actions need to be initiated to meet developing threats.

The course is to be conducted by emergency management and NWS staff.

Selection Criteria: State and local emergency managers and other officials who must respond to hazardous weather events.

G272 Warning Coordination

This 1½-day field course is the latest in the hazardous weather series of courses produced in partnership with the National Weather Service (NWS). It is designed to be conducted jointly by NWS warning coordination meteorologists and State emergency management staff for an audience of local emergency managers.

Every year the United States experiences more severe weather than any other country in the world. In order to reduce deaths, injuries, and property losses, emergency managers must work closely with the NWS and the news media to provide effective warnings that can be received and understood by people at risk. This course is intended to help facilitate that process.

Course topics include The Social Dimensions of Warning Response; Developing Effective Warning Messages; Developing an Effective Community Warning Process; and working with the news media to create a Weather Warning Partnership. In addition to lecture and discussion, the course includes case studies, exercises, and an opportunity for interaction with representatives of the local news media.

**G300 Hazardous Materials: An Introduction for Public Officials**

This is a 3- to 4-hour unit of instruction for key public officials, department heads, and private executives with a need to understand basic policy issues regarding hazardous materials threats to the community. Focusing on “standard of care,” hazard assessment, risk management, planning, and response considerations, it provides officials with a basic overview of hazardous materials issues. It is an interagency course designed in cooperation with the U.S. Department of Transportation and the Environmental Protection Agency.

Selection Criteria: Public officials and other decisionmakers with a need for basic introductory instruction to policy issues related to hazardous materials management at the local level.

G301 Introduction to Hazardous Materials Preparedness

This 5- to 6-hour, 2-module course provides an introduction to hazardous materials concepts and practices. It goes beyond the content of the G300, *Public Officials* course and is predicated on students’ mastery of the hazardous materials independent study course (IS-5) prior to enrollment. It covers basic principles of preparedness, the role of local communities, and the hazards presented by chemicals in transportation or fixed-site threats. Each student must be familiar with IS-5 principles before enrolling in this class.

Selection Criteria: State and local personnel with a responsibility for hazardous materials.

Prerequisites: Completion of IS-5, *Hazardous Materials: A Citizen’s Orientation*.

G305 Hazardous Materials Workshops

This series of special-topic modules (student manual and instructor guide) is for participants receiving instruction either as stand-alone delivery in a *Workshop in Emergency Management (WEM)* or a *Public Officials Conference (POC)*, or as enhancement of regular classroom course work such as *Exercise Design*. Each module is intended for 1 to 3½ hours of instruction, as determined by the instructor.

G305.1 *Hazardous Materials Risk Communication*

G305.2 *Hazardous Materials Information Management*

G305.3 *Risk Analysis*

G305.4 *Exercising
Emergency Plans
Under Title III*

G305.5 *Alert and Notification*

G305.6 *Community
Awareness
and Right-to-Know*



G305.7 *Overview of Incident Command System*

G305.8 *Hazardous Materials Workshop for EMS Providers*

G305.9 *Hazardous Materials Workshop for Law Enforcement*

G305.10 *Facility Coordinator's Role and the LEPC*

G305.11 *Liability Issues in Emergency Management*

G305.14 *Hazardous Materials Response Team: Should You Have One?*

G305.16 *Hazardous Materials Workshop for Hospital Staff*

G305.17 *Introduction to Response for Non-Responders*

G305.18 *Understanding Hazardous Materials Training Requirements*

G305.19 *Frontier and Extremely Rural Hazardous Materials Programs*

G310 Weapons of Mass Destruction Courses

This series of facilitator-led courses is intended to help senior local government officials prepare for and improve their ability to manage and respond to mass casualty terrorism incidents involving the use of Weapons of Mass Destruction (WMD). Each course has the same five objectives and each uses a different scenario to enable participants to accomplish them. The objectives are stated below.

At the completion of the training, local government officials should be able to:

- Exercise greater leadership in preparing for and managing response to WMD mass casualty terrorism incidents through a better understanding of their jurisdiction's response capabilities.
- Analyze the appropriateness of plans, policies, procedures, and other preparedness elements currently in place to respond to and recover from a mass casualty terrorist incident.
- Determine the adequacy and the level of training of jurisdictional disaster and emergency management staff.
- Determine the adequacy of the jurisdiction's resources (e.g., personnel, materials, and personal protective and other equipment) for response and recovery from a mass casualty incident.
- Identify the coordination requirements among local, State, and Federal governments for response to WMD terrorist incidents.

All five courses are designed as either 1-day or 3-day offerings. There are no student manuals; the facilitator must tailor the course for the specific community. They can be downloaded at

<http://stargate.ornl.gov/StarGate/dmmg/traindocumentation.html>

G310.1 *Weapons of Mass Destruction: Nuclear Scenario*

G310.2 *Weapons of Mass Destruction: Radiological Scenario*

G310.3 *Weapons of Mass Destruction: Chemical–Sarin Scenario*

G310.4 *Weapons of Mass Destruction: Chemical–Vx Scenario*

G310.5 *Weapons of Mass Destruction: Biological–Anthrax Scenario*

Selection Criteria: The following is a list of recommended participants, but it is not all-inclusive.

Core Recommended Audience: Chief elected/appointed officials; fire chiefs; sheriffs; police chiefs; directors, emergency services; directors, public works; directors, public health and safety; public information officers, chief financial officers, legal counsel, chief medical examiner/coroners, and communications directors. **Other Possible Participants:** transportation authority (port authority, airport authority, and/or area transportation authority, etc.*); evacuation coordinators;* mass care coordinators;* resource managers; chiefs, animal care and control agency; warning coordinators; coordinator of volunteer organizations; directors, emergency medical service (EMS); directors, hazardous materials team (HMT);* State and/or Federal representatives, as appropriate;* area military representative;* National Guard representatives; Department of Energy (DOE) representatives; Federal Bureau of Investigations (FBI) representatives;* Centers for Disease Control (CDC) representatives; Environmental Protection Agency (EPA) representatives; U.S. Coast Guard (USCG) representatives; and representatives of neighboring jurisdictions.

* *The target audience with an asterisk must be invited (if they are available).*

Prerequisites: The course is designed with the following assumptions about participation:

1. The city or county conducting the course has an emergency operations plan (EOP) and standard operating procedures (SOP's).
2. The participants know and understand their roles and responsibilities, as defined by their EOP; are trained in their areas of expertise; and know their jurisdiction.

G311 Hazardous Materials Contingency Planning

This 4½-day course is for emergency management personnel responsible for hazardous materials planning and coordination. It covers emergencies including transportation, use, storage, and disposal of hazardous materials and episodic releases of air-toxic chemicals from fixed-site facilities. Emphasis is placed on interagency cooperation and the identification of technical assistance that is available. Topics include local, State, and Federal mechanisms to assist in planning and response, tactical requirements, hazardous materials characteristics, and regulatory compliance. This course is co-sponsored by the Environmental Protection Agency, the U.S. Department of Transportation, and FEMA.

Selection Criteria: Open to all officials responsible for public policy and strategic planning and response.

NOTE: *EMI is currently undertaking development of a new hazardous materials planning curriculum, including major revisions to the courses currently listed in the catalog and the addition of several new programs. It is anticipated that the new curriculum will be implemented in FY 2000. When this new curriculum goes online, full catalog updates will be posted on EMI's Web site. Interested parties are urged to check the Web site for updated information on changes to EMI's hazardous materials courses prior to ordering replacement materials.*

Radiological Instructors

States select a cadre of instructors who become qualified to teach radiological monitors and radiological response teams. These instructors could be key local staff, such as fire department instructors, emergency managers, radiological officers, State radiation control agency representatives, and others. Radiological instructors obtain qualification by successfully completing the following program of non-resident and resident study:

Fundamentals Course for Radiological Response (G320);

We encourage these instructors to attend S301, *Radiological Emergency Response Operations* also.

G320 Fundamentals Course for Radiological Response

This 3-day performance-based (hands-on) course for assigned local radiological response team members covers the concepts of radiation protection, radiation detection instruments, radiological monitoring techniques, radiological hazards and protective actions, team-building, and basic procedures to support planning for emergency and recovery activities in the event of a radiological incident. This course is designed so that modules may be pulled out separately and adapted to specific audience needs and requirements.

Selection Criteria: State and local government radiological response teams and newly assigned hazardous materials response team members.

Prerequisites: IS-3, *Radiological Emergency Management*.

G346 Hospital Emergency Department Management of Hazardous Materials Accidents (HMA)

This 1-day course introduces medical personnel to procedures for handling radiation and other hazardous materials accident victims in the hospital environment. The goal is to enable participants to provide prompt and appropriate care for hazardous materials accident victims while minimizing exposure and preventing the spread of contamination. Part 1 concentrates on radiation accidents whereas part 2 covers other hazardous materials incidents.

Selection Criteria: Physicians, nurses, and others who provide emergency medical services in hospitals.

Prerequisites: Successful completion of IS-346, *Orientation to Hazardous Materials for Medical Personnel*.

G351 Who's in Charge Here?: Exercising Leadership in an Emergency or Disaster

The purpose of this 6-hour course is to prepare local elected government officials to lead and direct their jurisdiction in implementing comprehensive emergency management systems.

At the conclusion of the course, participants will be able to:

- Exercise greater leadership in an emergency through a better understanding of their roles and responsibilities;
- Develop emergency management policies and procedures for emergency management activities and implement necessary policies and procedures to respond to and recover from a disaster;
- Initiate appropriate emergency management actions during a disaster;
- Negotiate through the intergovernmental response system to obtain the required resources and assistance in an emergency;
- Maximize gains for disaster recovery assistance through appropriate contacts and knowledge of available resources;
- Understand the partnership among Federal, State, and local governments;
- Establish relationships and partnerships with other agencies and organizations (i.e., profit, not-for-profit, and business and industry) for effective emergency management response and recovery outcomes; and
- Take actions to ensure citizen satisfaction during a disaster and build credibility before a disaster.

Selection Criteria: Local elected officials (i.e., mayors, etc.).

G360 Hurricane Planning

This 2½-day course is designed to assist State and local planners responsible for developing or revising emergency operations plans and procedures. The course provides methods and techniques for using the latest information from Hurricane Evacuation Studies and other sources in planning response operations before and after a hurricane.

Selection Criteria: Members of State and local planning teams from jurisdictions covered by a completed Hurricane Evacuation Study.



**G365.3 Workshop:
Partnerships for
Creating and
Maintaining Spotter Groups**



This 5-hour workshop emphasizes the valuable service that spotter groups provide to protect lives during hazardous weather and flooding. This activity is intended to promote the creation and enhancement of spotter groups across the country. It includes a wide variety of tools and approaches to help make spotter groups a key part of effective community warning systems. This workshop should be delivered jointly by emergency management and National Weather Service staff.

Selection Criteria: State and local emergency managers and National Weather Service staff.

**CHEMICAL STOCKPILE EMERGENCY
PREPAREDNESS PROGRAM (CSEPP) TRAINING
COURSES**

Ten States are part of the Chemical Stockpile Emergency Preparedness Program: Alabama, Arkansas, Colorado, Illinois, Indiana, Kentucky, Maryland, Oregon, Utah, and Washington.

Non-CSEPP States can obtain training courses by contacting the Emergency Management Institute.

**G901 Personal Protective Equipment (PPE)**

This course is designed to be presented as an independent course or as part of the *ACT FAST* course.

This 4- to 6-hour course is designed to initiate emergency workers to the proper way to protect persons from contamination by donning PPE; removing potentially contaminated PPE without contaminating the wearer; recognizing the limitations of PPE; knowing when and how to use chemical detector kits; and knowing State and local work rules, policies, and procedures, as well as those used by CSEPP.

Selection Criteria: This course is designed to prepare personnel to perform the functions identified in Appendix L on Personal Protective Equipment for the CSEPP Planning Guidance and Standards: program participants, decon station personnel, and emergency medical personnel.

G902 CSEPP JIC Advisor

This computer-based training (CBT) program is designed to be used as a Joint Information Center (JIC) familiarization and refresher course. It also contains a site-specific resources catalog that can be used by public affairs personnel in time of an emergency.

The program is designed to provide CSEPP Emergency Public Information (EPI) in a manner that is structured, learner-controlled, easily accessible, and maintainable. It can be used to guide EPI personnel through information that assists the learner in integrating and applying new information so that it can be transferred from the learning environment to emergency response.

The CSEPP CBT program's learning experience is presented through five components: an information component; a scenario component; a reference system component; and a CBT support component.

This program is designed to be self-paced and can be used by individuals within a work setting.

G903 CSEPP Spokesperson Training

This 8- to 16-hour course is designed to develop in non-public affairs personnel the ability to successfully convey accurate and concise information to the media in a chemical (CSEPP) emergency.

The class covers:

- The function of the media today
- Media concerns
- Broadcast vs. print
- Being part of the message and message content
- On-camera actions and appearance
- Spokesperson responsibilities
- News conferences

The program consists of classroom instruction, group instruction, and one-on-one on-camera training. Portions of the class also focus on the relationship of the Joint Information Center and System to the successful dissemination of information during an emergency.

NOTE: *The length of the class is determined by the number of participants.*

G904 CSEPP Chemical Awareness

This 8-hour course is designed to familiarize participants with the chemical stockpile and its components, the Chemical Stockpile Disposal Program (CSDP), and the Chemical Stockpile Emergency Preparedness Program (CSEPP). Participants will be able to recognize chemical agent characteristics, signs and symptoms of agent exposure, and how to avoid contact with agents in an off-site incident involving the accidental release of one or more chemical agents (nerve agents, such as Vx, GA, GB; and blister agents such as sulfur mustard).

Specifically, at the end of this training program the participant should be able to describe the types of chemical agents stored in each location, describe the major emergency planning steps for protecting people in the event of a chemical incident, describe how to avoid contact with chemical agents, and describe the effects of weather and terrain on the movement of chemical agents.

Selection Criteria: This course is designed for people engaged in planning for emergency response in the event of a chemical agent incident under the CSEPP.

G905 ACT FAST (Agent Characterization and Toxicity First Aid and Special Treatment)

This 8-hour course is designed to prepare emergency medical personnel to recognize and provide first response treatment to persons accidentally exposed to nerve and blister agents. The objective of this training program is to prepare participants to respond to an off-installation scene involving an accidental release of one or more chemical agents (nerve agents, such as Vx, GA, GB; and blister agents, such as sulfur mustard).

Specifically, at the end of this training program, the participant should be able to describe the potential hazards of nerve and blister agents; (what they are, how they spread, and how they work to identify the signs and symptoms of nerve and blister agent exposure) and to describe the initial first-aid treatment for victims of nerve and blister agents.

Selection Criteria: This course is designed to prepare participants to respond to an emergency situation involving an accidental release of nerve or blister agent. The focus is pre-hospital treatment—providing treatment at the scene and during transportation to the hospital. Although anyone who performs emergency medical duties can use the information provided in this course, it is especially designed to meet the needs of those who are likely to be the first on scene: emergency medical technicians, police, fire department personnel, paramedics, ambulance operators, and nurses.

G906 Response Phase Decontamination

This course is designed to be presented as an independent course or as part of the ACT FAST course.

Decontamination should be considered an integral part of the necessary planning for emergency response. Adherence to the response phase decontamination guidelines will reduce the potential for injury and save lives during the emergency response phase immediately following a significant agent release. Decontamination (decon) of people exposed to a chemical agent must begin in the first stages of response, possibly concurrently with the implementation of protective actions. Independent modules (each requiring 1-2 hours) have been developed covering performing self and buddy decon; decon station procedures; decon by emergency medical personnel; and a planner's checklist for use in planning for decon within the CSEPP framework.

Selection Criteria: This course is designed to prepare personnel to perform the functions identified in Appendix L on Response Phase Decontamination for the CSEPP Planning Guidance and Standards: program participants, decon station personnel, and emergency medical personnel.

Prerequisites: It is suggested but not required that the CSEPP *Chemical Awareness* or ACT FAST course be taken before this course.

G907 Use of Auto-Injectors by Civilian Emergency Medical Personnel to Treat Civilians Exposed to Nerve Agent

This course is designed to be presented as an independent course or as part of the ACT FAST course.

This 3-hour course is designed to prepare participants to identify antidotes to be administered in the event of nerve agent exposure, identify the conditions under which antidote auto-injectors should be used, demonstrate the use of the antidote auto-injectors, and recognize adverse reactions to the use of the antidotes.

Selection Criteria: This course is designed to prepare those persons called upon to respond to an emergency situation involving an accidental release of nerve agent who are allowed, under pertinent State laws and regulations, to administer drugs. May include emergency medical technicians, paramedics, and nurses.

Prerequisites: The ACT FAST course is a prerequisite for this course.

G908 Joint Information Center/Joint Information System (JIC/JIS)

This course is 16 to 24 hours depending on the presentation. The 16-hour course would consist of 8 hours of classroom time and 8 hours of exercises. The 24-hour course would consist of 16 hours of classroom time and 8 hours of exercises. This course is designed to introduce participants to the JIC/JIS concept of operations. It details the functions and administrative structure and logistical resources associated with establishing this single location for dissemination of coordinated emergency information to the public and provides opportunities to practice skills needed in specific assignments.

Specifically, at the end of this training program, the participants should be able to understand the JIC/JIS concept of operations; show an understanding of the JIC/JIS functions and administrative structure; demonstrate a knowledge of the facility, equipment, and staffing requirements; display the necessary skills required to perform specific JIC assignments; and establish a working relationship with other JIC/JIS team members.

Selection Criteria: This course is designed for people whose duties during an emergency response to a CSEPP chemical agent incident will require them to perform their jobs in the Joint Information Center.

Prerequisites: For background, the *Chemical Awareness* course should be taken before attending this course. For PIO's, the *Basic Public Information Officers* course (G290) should be taken prior to attending the JIC/JIS course.

G909 Technical Planning and Evaluation

An accident involving chemical agents could be a rapidly occurring event with no time for detailed analysis—it would require an immediate emergency response. In order to provide such a response, as much decisionmaking as possible regarding protective action strategies should be completed during the response planning phase. Then the decisions made can be implemented in case of an accident. Protective action strategies are sets of pre-planned responses to different emergency situations that are developed using a variety of planning tools. After the strategies have been defined, a decisionmaking process can be developed for selecting the appropriate strategy in an emergency.

This computer-based, self-paced course is designed to identify the physical and chemical properties of chemical agents that are important to the protective action decisionmaking process and how these relate to developing protective action strategies; to identify the potential human health effects of chemical agents that are important to the protective action decisionmaking process and how these relate to developing protective action strategies; to define and illustrate the concepts of exposure, dose, and risk, and show how these relate to the protective action decisionmaking process; to list the basic function of models and describe their use in planning; to list and describe the specific planning tools developed within CSEPP for protective action planning; and to define evacuation and sheltering as protective actions for CSEPP.

Specifically, at the end of this training program the planner will be able to use the information and concepts discussed in the CSEPP Planning Guidance to develop local protective action strategies. By completing a detailed case study requiring development of strategies for responding to a set of specified conditions, the planner will use the CSEPP emergency decisionmaking process just as it is to be used on the job: first identifying critical information required to make the decision, then identifying the affected portion of the emergency planning zone, and finally identifying the protective action strategy to be implemented.

Selection Criteria: This course is designed for those responsible for developing protective action plans for CSEPP chemical accidents, as well as for those who want an overview of the planning process and the tools used in developing protective action plans.

Prerequisites: Completion of the *CSEPP Chemical Awareness* course is a prerequisite for taking this course. This course also requires, as a minimum, a 286 DOS-based machine with 4 megs of memory running Windows 3.0 or 3.1. Basic computer skills are a requirement for the participant running actual models as required in the workbook portion and are suggested for the participant seeking an overview and not participating in the model exercises.

Professional Development

In most communities, the strength of the emergency management system is related directly to the skills of the local emergency management professionals. Protection of lives and property begins on the local level where the emergency impact is felt immediately. Prompt, effective response and speedy recovery is the result of planning done over the years. The creation of a viable emergency management system, one that can tap needed resources from both public and private agencies, can be credited to those individuals who took leadership roles in their communities.

FEMA's Professional Development Curriculum addresses skills and abilities required by the emergency management professional in today's complex environment. Whether dealing with natural hazards, technological hazards, or national security hazards, the emergency manager must be prepared to exercise a leadership role that extends far beyond his or her own department.

The field of emergency management is emerging into higher visibility in communities throughout the Nation as they are victimized by disasters that are increasingly severe and more numerous. With this come greater responsibilities for the emergency managers, and likewise for the trainers who guide them in developing the skills to deal with disasters. In our efforts to professionalize the emergency management workforce, the Professional Development Series has been the central effort.

Professional Development Series**Professional Development Certificate of Completion**

Those who complete **all** Professional Development Series (PDS) courses are eligible to receive a PDS certificate of completion.

Requests for the certificate must be sent first to the State director of emergency management for verification, then the Superintendent of EMI for consideration. Such requests should include the date and place of each PDS course attended, together with the name of the course manager.

1. **G230** *Principles of Emergency Management* (formerly *Introduction to Emergency Management*) (description on this page)
2. **G235** *Emergency Planning* (description on page 81)
3. **G120** *Exercise Design* (description on page 106)
4. *Basic Skills in Emergency Program Management* (description on page 97):
 - G240** *Leadership and Influence* (description on page 97)
 - G241** *Decisionmaking and Problem-Solving* (description on page 97)
 - G242** *Effective Communication* (description on page 97)
5. **G244** *Developing Volunteer Resources* (description on page 97)

G230 Principles of Emergency Management

This 3-day course replaces the *Introduction to Emergency Management* course. The new course consists of four modules which build on one another, but can be used individually. The first module includes the concepts of emergency management and its integration of systems, basic definitions, identification of hazards and their analyses, general descriptions of the four phases, and identification of resources at several levels. The second module is more detailed, encompassing the role of the local emergency manager and linking concepts of the four phases to specific practices and information, including community hazards analysis, mitigation strategies, damage assessment, and assistance programs for recovery. The third module is more complex, addressing the coordination of various systems, networks, and agreements among various governmental and other organizations using group activities and exercises. In the fourth module, the participants demonstrate their abilities to work with and apply the skills and information gained in the first three modules.

Selection Criteria: Local jurisdiction officials, emergency managers, volunteers, and other emergency service personnel who perform work using fundamental principles of emergency management or who need to expand their roles in the profession. Applicants should complete Independent Study courses IS-1 and IS-7 and are encouraged to complete IS-3 and IS-5 before scheduling this course.

**G240– Basic Skills in Emergency
G242 Program Management**

Three PDS courses totaling 7 classroom days are called Basic Skills and may be considered together for purposes of accreditation.

**G240 Leadership and Influence (3 days)**

This course shows participants how to assess differences in personal values and interpersonal influence styles, and to apply situational leadership behaviors in emergency management.

**G241 Decisionmaking and Problem-Solving
(1 day)**

This course gives participants practice in making individual and group decisions based on a model problem-solving process.

**G242 Effective Communication (3 days)**

This course is designed to develop the skills of emergency managers in public and interpersonal communication. The course includes a variety of topics, and provides for practice in oral presentation.

Selection Criteria: All people who perform emergency management functions. Applicants for any of the basic skills courses should have completed *Principles of Emergency Management* (formerly *Introduction to Emergency Management*) and the *Emergency Planning* courses.

**G244 Developing Volunteer
Resources**

This 2-day course is designed to improve participants' abilities to deal with a broad range of issues in the management of volunteers. Issues covered include identification of tasks provided by organized groups that require volunteer services, skill definition and specification of qualifications, publicity and recruitment, skill development and maintenance, and motivation strategy that promotes continued involvement and quality performance.

Selection Criteria: Local emergency management personnel who need to enhance and improve their skills in developing and managing volunteer resources.

**G247 Decisionmaking in a Crisis**

This is a workshop for honing skills for making informed and ethical decisions during an emergency. It is for all emergency managers and staff. It includes a problem-solving model, how to make ethical decisions under stress, and a series of scenario-based activities to practice skills. To complete PDS requirements, this course may be taken in place of *Decisionmaking and Problem-Solving*.

Certified Emergency Manager® (CEM®) Program

The Emergency Management Institute endorses the Certified Emergency Manager® program, which is administered by the International Association of Emergency Managers. The purpose of this program is to raise and maintain professional standards and certify individuals who have demonstrated basic competencies in the emergency management profession.

Information on the CEM® program can be obtained by contacting the International Association of Emergency Managers at 111 Park Place, Falls Church, Virginia, 22046, by phone at (703) 538-1795, or by e-mail at iaem@aol.com.

**G261 Instructional Presentation Skills**

This 3½-day course prepares the participant to assist with State-delivered training. It covers preparation, presentation, and evaluation skills.

Selection Criteria: Members of State and local emergency management teams. Recommended for local emergency program managers who teach PDS courses. It is highly recommended for PDS course managers.

G280 Public Policy in Emergency Management

This 1-day course is designed to heighten awareness of public policy issues inherent in emergency management. Discussions and exercises cover public policy analysis, executive roles, hazard evaluation, establishing public policy, and media relations.

Selection Criteria: Elected and appointed officials of State and local governments who have policy responsibilities, such as mayors, city council members, county executives, district attorneys, legal counsel, county supervisors, attorneys general, adjutants general, public safety directors, budget officers, and those with similar responsibilities.

**G290 Basic Public Information Officers (PIO)**

This 3-day course is intended for the new or less experienced PIO. Its emphasis is on the basic skills and knowledge needed for emergency management public information activities. Topics include the role of the PIO in emergency management, conducting awareness campaigns, news release writing, public speaking, and television interviews.

Selection Criteria: Emergency management personnel, including fire and law enforcement who have either full- or part-time responsibilities for public information in their communities or departments. Individuals with considerable experience in public information may want to consider applying for a waiver to attend the *Advanced Public Information Officers* (E388) course at EMI. See page 51 of this catalog for details.

Response and Recovery

Response and Recovery are phases of emergency management that require a team effort at all levels of government and the private sector. Professionals involved in response and recovery include elected and appointed officials, city and county administrators, emergency managers, public works directors, building officials, community planners, emergency services personnel and other allied professionals.

Training and education in response and recovery roles and responsibilities is a critical first step towards ensuring successful disaster operations. The Response and Recovery Curriculum is designed to equip Federal, State, and local professionals with the knowledge, skills, and abilities required to perform their jobs. These professionals are encouraged to avail themselves of the courses offered in the curriculum.

G202 Debris Management

This field course is designed for State and local personnel at all levels as well as public works directors, their staffs, and waste management personnel. The course provides an overview of issues and recommended actions necessary to plan for, respond to, and recover from debris-generating events.

Selection Criteria: State and local personnel.

Prerequisites: None

NOTE: The PowerPoint visuals to the instructor guide are accessible to the State training officer via the FEMA Web site.

**G203 Public Assistance Applicants Workshop**

This 1-day field course is an overview of the roles and responsibilities of potential applicants who participate in FEMA's Public Assistance program. The target audience includes local government personnel, public works directors, emergency management coordinators, and other local government personnel with disaster assignments involving the community infrastructure.

Prerequisites: No prior knowledge of the PA program or its functions is needed prior to attending this course.

**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover non-administrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

G250.3 Workshop: Disaster-Related Needs of Seniors and Persons with Disabilities

This 4-hour module is intended to increase awareness of the potential special needs of seniors and persons with disabilities before, during, and after a disaster. Awareness then is linked to the unique emergency preparedness and planning requirements to address those needs.

Selection Criteria: State and local emergency managers and other members of emergency services and community support groups.

**G250.7 Workshop: Local Situation (RAPID) Assessment**

Communities can use the Resource Guide and Facilitator's Guide when developing the plan and procedures for rapidly and efficiently collecting disaster intelligence immediately following a disaster. This intelligence is used to prioritize response activities, allocate available resources, and specifically request resources from other sources to save and sustain lives.

Selection Criteria: Any community working to improve its disaster intelligence collection procedures.

G270 Workshop in Emergency Management (WEM): Response and Recovery

These Response and Recovery WEM modules treat current topics in response and recovery that can be included in State workshops. Plans include development of a series of modules that will be ready for field delivery during the current and future years. Notification of future availability of WEM modules will be made through EMI Grams and other communications with the States.

Currently, six WEM modules, described below, are available: G270.1, G270.2, G270.3, G270.4, G270.5, and G270.6.

**G270.1 Asking for Help**

This videotape and facilitator guide are designed to promote local officials' awareness of effective approaches for requesting government assistance during and immediately after disasters. Recent disasters have shown that many local officials are unsure of the size, amount, location, and type of resources needed. This can be used in conjunction with the *Resource Management* course (description on next page).

**G270.2 The Federal Response Plan (FRP)**

This videotape and accompanying facilitator guide are designed to promote awareness of the FRP. The overview explains what the FRP is, when it is used, and who is involved.

**G270.3 Expedient Flood Training**

This 45-minute orientation module is designed to train volunteers in flood-fighting techniques using sand bags and other materials.

G270.4 Recovery From Disaster: The Local Government Role

This workshop is designed for local government disaster recovery professionals (elected officials, city/county administrators, emergency management coordinators, public works directors, building inspectors, community planners, and unmet needs committee coordinators).

The WEM is designed for ½- to 2-day delivery, depending on local need, and covers the roles, responsibilities, and major tasks of each team member during short- and long-term recovery. Course materials include checklists, sample forms, brochures, public notices, sample news releases, sample ordinances, and other resources (in hard copy and electronic file) to assist local recovery teams in their jobs.

**G270.5 Managing Through a Disaster for Supervisors**

This 1½-day workshop provides local government managers and supervisors with an improved ability to supervise disaster workers and to plan for and cope with problems working through and recovering from disasters.

**G270.6 Working Through a Disaster for Front Line Employees**

This 1-day workshop provides front-line local government employees with an improved ability to plan for and cope with the problems of working through and recovering from disasters.

G275 Emergency Operations Center (EOC) Management and Operations

This 3-day course provides participants with the knowledge and skills to effectively manage and operate an EOC during crisis situations. The course covers many aspects of properly locating and designing an EOC, how to staff, train, and brief EOC personnel, and how to operate an EOC during various situations. It is modular so that it is flexible enough to meet various jurisdictions' needs.

Selection Criteria: State and local individuals responsible for developing, staffing, managing, and operating an EOC. Other EOC staff are encouraged to attend.

Prerequisites: Successful completion of IS-275, *The Emergency Operations Center Role in Community Preparedness, Response, and Recovery Operations*.

**G276 Resource Management**

This 2-day course provides participants with the knowledge and skills to effectively identify, develop, and manage a resource management system. The course covers aspects of how to tap into little used resources, how to develop and manage a system to better manage scarce public and private sector resources in a crisis situation, and how to ask for help (the videotape and facilitator's guide for G270.1 has been incorporated into this course).

Selection Criteria: State and local individuals responsible for effectively developing and managing a resource management system within the EOC or Incident Command System (ICS).

The course received the Outstanding Technology Branch Training Program award for 1993-1994 from the Potomac Chapter of the International Society for Performance and Instruction.

G288 Donations Management Workshop

This workshop addresses the planning and operations of an effective donations management system to ensure efficient use of undesignated donations and spontaneous volunteers during a disaster in conjunction with representatives of Voluntary Organizations Active in Disaster (VOAD) and State and local government.

Selection Criteria: Local government officials or State and local leaders of key voluntary organizations (i.e., those affiliated with the State VOAD), who have responsibility for planning, coordinating, implementing, and/or operating the donations management function at the State and local level.

Prerequisites: Participants should have some responsibility to oversee, coordinate, and/or assist with the State and local donations function during large-scale disasters.

**G358 Evacuation and Re-entry Planning Course**

This 12-hour course is designed to provide participants with knowledge and skills needed to design and implement an evacuation and re-entry plan for their jurisdictions. It uses a community's vulnerability analysis and evacuation plan. It also addresses evacuation behavior and recommends methods to make evacuation and re-entry more efficient.

This course **does not address** the decision to evacuate or re-enter.

Selection Criteria: The persons responsible for planning, implementing, and carrying out evacuations within a jurisdiction should attend this course as a team. This includes, but is not limited to, local and State government emergency program managers, emergency planners, and response personnel.

G357 Emergency Response to Criminal and Terrorist Incidents

The primary goals of this course include increasing safety by describing hazards that may exist at crime scenes, enhancing evidence preservation and rescue efforts and fostering cooperative working relationships among all responders through role and responsibility clarification. The course uses a combination of instructor-led discussions and videotape presentations and concludes with an exercise.

Selection Criteria: The audience for this 6- to 8-hour course are persons who will respond to a criminal or terrorist event. This course is a joint training effort that includes firefighters, emergency medical services, law enforcement, public works, and others with emergency management responsibility from a local community. It is recommended that this course be taught to groups from the same jurisdiction for maximum benefit.

EMI has sent reproducible copies of this course to State emergency management agencies, State fire academies, and State law enforcement academies. Additional reproducible copies can be obtained by contacting EMI.

G361 Flood Fight Operations

This 2½-day course is for emergency managers, public works officials, levee district representatives, and others responsible for planning, preparing, and managing the response to a flood. Using a combination of lectures, discussions, activities, and exercises, the course will take participants through the complete process from well before the flood to clean-up afterwards. Officials from every community at risk of flooding should take this training.

While this training emphasizes how to conduct a flood fight, it provides information to help communities decide if a flood fight is possible and worth the effort and cost. Diagrams with materials lists and equipment and labor requirements to construct various types of temporary flood protection can be used to help determine if there are enough time and resources to protect the community. If the whole community cannot be protected, then officials must decide where to concentrate their efforts to protect some areas and/or evacuate and relocate what they can. If a flood fight is undertaken, it should be done the right way or the effort will be wasted.

Instructors should be experienced in flood fighting. It is recommended that the U.S. Army Corps of Engineers be part of the instructional team to discuss the methods and techniques they use in your region and to explain what assistance they may be able to provide.

NOTE: *Some States may decide to add the 45-minute Expedient Flood Training (G270.3) to offerings of this course and may also do a field activity to build a sandbag wall. If participants will be asked to fill and place sandbags, they should be told to bring appropriate clothing.*

Selection Criteria: Federal, State, and local officials responsible for planning, preparing, and managing response to floods.

G385 Disaster Response and Recovery Operations (DRRO)

This revised 3-day course covers the basic concepts, operational procedures, and authorities involved in responding to major disasters. It addresses Federal, State, and local roles and responsibilities in major disaster recovery work. An overview of preliminary damage assessment, disaster recovery centers, and special needs of victims and disaster workers is also included.

Selection Criteria: State disaster staffs, local government emergency management personnel, and private relief agency disaster staffs.

NOTE: PowerPoint visuals are available from the FEMA Web site via the State training officer.

**G386 Mass Fatalities Incident Response**

This course prepares local and State response personnel and other responsible agencies and professionals to handle mass fatalities effectively and to work with the survivors in an emergency or disaster.

Selection Criteria: The course is designed for a wide audience, encompassing the range of personnel with a role to play in mass fatality incidents. Coroners, medical examiners, funeral directors, heads of first response agencies (fire, police, EMS, etc.) planners, and emergency management coordinators will benefit from this course.

G391 Disaster Response Planning for Organizations Serving Seniors and People with Disabilities

This 1½-day course explores issues confronting social service agencies, care providers, and local emergency management offices in disasters. The materials are designed to promote awareness of these issues, to encourage social service agencies and care providers to work with local emergency management offices. The course goes beyond G250.3, *Workshop in Emergency Management (WEM): Disaster Related Needs of the Disabled and Elderly* by providing more detailed response planning guidelines and case studies, and in its emphasis on the role of the care provider and local emergency managers.

Selection Criteria: This course is primarily for disaster and emergency coordinators of social service agencies and other organizations serving seniors and people with disabilities. An allied audience is the local emergency manager who has responsibility for coordinating planning and response actions for local jurisdictions.

Simulation and Exercise

The Simulation and Exercise Curriculum also includes courses (offered by State emergency management agencies) that are designed to improve the overall exercise capabilities of local, State, and Federal organizations. Five courses which feature job aids complete an overall Comprehensive Exercise Curriculum. These courses will provide all of the building blocks necessary to achieve a performance-based curriculum in simulation and exercise.

The *Exercise Program Manager/Management Course* was designed to provide higher level program management skills in developing performance-based exercise systems. An *Exercise Control/Simulation* course will enable participants to establish effective exercise control and simulation teams. The *Exercise Controller/Simulator* and *Exercise Evaluator Workshops in Emergency Management (WEMs)* are designed as utility training packages to train staff to perform these critical tasks in the conduct of emergency management exercises. When coupled with FEMA's Comprehensive Exercise Program as coordinated by State offices of emergency management, the learning and performance-based experience in this curriculum can establish the foundation for an excellent community- and system-wide emergency response system.

The Emergency Management Institute developed the Master Exercise Practitioner (MEP) Program in FY 1999 to recognize those individuals who successfully complete all the training courses in the CEC. The G138, *Exercise Practicum*, is available for those individuals who wish to earn the title Master Exercise Practitioner. The practicum is a self-directed and negotiated series of 11 proficiency demonstrations in which the MEP candidate will be challenged to apply the knowledge, skills, and abilities acquired through participation in CEC courses to emergency management exercises.

State emergency management agencies serve as sponsors for MEP candidates. When the MEP candidate has successfully completed G138, *Exercise Practicum*, the sponsor may request through their respective FEMA Regions that EMI award the Master Exercise Practitioner title to recognize the high level of achievement in this specialized field.

G110 Emergency Management Operations Course (EMOC) for Local Governments

The EMOC is designed for local communities that may not be able to participate in FEMA's resident *Integrated Emergency Management Courses*. The EMOC is an exercise-based program with planning sessions that begin weeks prior to the actual course, and it includes classroom sessions and exercises. The flexible format of the EMOC allows it to be conducted in a 2½-day or 3-day format. The purpose of the EMOC is to improve operational capabilities as they relate to managing emergencies in the local community. The course places emphasis on the Emergency Operations Center (EOC) as a focal point for managing a simulated emergency.

Selection Criteria: Elected and appointed city and county officials. These include mayor, city manager, city council, county commissioner, county manager, and other key positions, such as emergency management director and public information officer. Also included as eligible participants are upper- and mid-management personnel, including supervisory, operational, and communications staff from the fire service, law enforcement, public works, and emergency medical services. Volunteer groups also should participate.

**G120 Exercise Design**

This 2-day course develops skills that will enable those attending to train staff and to conduct an exercise that will test a community's plan and its operational response capability.

Selection Criteria: FEMA regional, State, and local emergency management staff having responsibility for developing and conducting exercises. Local government participants should represent jurisdictions with completed emergency plans and should bring their plans to the course.

Prerequisites: Must complete Independent Study Course IS-120, *An Orientation to Community Disaster Exercises*, before attending the field offering.

G130 Exercise Evaluation

This 2-day course provides knowledge and develops skills that will enable those attending to manage exercise evaluation activities before, during, and after an emergency management exercise.

Selection Criteria: State, FEMA regional, and local emergency management and emergency services staff who have the responsibility of managing exercise evaluation activities associated with the overall emergency management functions or emergency service disciplines, such as fire, law enforcement, emergency medical services, public works, and community service/volunteer agencies and organizations.

Prerequisites: The participant should have substantial knowledge of emergency operations within his/her organization and the assigned responsibility to manage the evaluation function or serve as an evaluation team leader as part of the community's exercise program.

G135 Exercise Control/Simulation

This 2-day course is designed for experienced emergency exercise staff to perform tasks as chief exercise controllers or control team leaders for emergency management exercises. Participants are challenged to examine exercise concepts and objectives, develop exercise control plans, and perform an examination of the tasks necessary to perform effective exercise control and simulation for tabletop, functional, and full-scale exercises.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have the responsibility of functioning as chief exercise controller or exercise control team leader in their respective organization's/jurisdiction's comprehensive exercise program activities.

Prerequisites: The participant should have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to function as chief exercise controller or control team leader/member. EMI recommends participants complete IS-120, *An Orientation to Community Disaster Exercises* and G120, *Exercise Design Course*.

G137 Exercise Program Manager/Management

This 2½-day course provides knowledge, skills, and job aids to assist local, State, and Federal personnel in implementing their roles and responsibilities as exercise program managers. Work products developed during the course will be useful for the participant to develop or upgrade his or her comprehensive exercise program.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have the responsibility to initiate and/or maintain their respective organization's/jurisdiction's overall exercise program.

Prerequisites: The participant should have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to initiate and/or upgrade the overall comprehensive exercise program. EMI recommends participants complete IS-120, *An Orientation to Community Disaster Exercises*, G120, *Exercise Design* course, and G130, *Exercise Evaluation* course.

G138 Exercise Practicum for the Master Exercise Practitioner

This activity consists of a series of self-directed and negotiated proficiency demonstrations of the knowledge, skills, and abilities acquired through the completion of courses in the Comprehensive Exercise Curriculum (CEC). The proficiency demonstrations are structured in three major areas of concentration: exercise design and control, exercise evaluation, and exercise management/program management. Practicum sponsors will monitor the completion of 11 major proficiency demonstrations. In this manner, capabilities gained in classroom instruction can be applied to actual emergency management exercises as conducted by local, State, and Federal agencies.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have the responsibilities related to the design, development, performance, and evaluation of emergency management exercises. Applicants must declare their intention of completing the CEC offerings and earn the Master Exercise Practitioner title.

Prerequisites: The participant must have completed IS-120, *An Orientation to Community Disaster Exercises* and G120, *Exercise Design*, and must be accepted by the *Practicum* sponsor as a Master Exercise Practitioner candidate.

**G250 Workshop: Emergency Management (WEM)**

This special workshop deals with specific emergency management activities and problems. It is intended to cover non-administrative, innovative, or situational emergency management training subjects that may normally confront local directors. It does not replace any current course or segments of courses. The following workshop modules are available for use in conducting WEM workshops.

G250.8 Exercise Controller/Simulator

This 6-hour workshop is designed for use with specific exercises to prepare individuals to function as exercise controllers and/or simulators. Participants, given a job aid, will identify tasks, define roles and responsibilities, demonstrate proper use of the master scenario event list, and solve potential/actual exercise problems and issues related to exercise controller/simulator roles.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who have responsibility to function as exercise controller/simulator in his/her respective organization's/jurisdiction's comprehensive exercise program activities.

Prerequisites: The participant should have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility of functioning as a control/simulation team leader or member.

**G250.9 Exercise Evaluator**

This 6-hour workshop is designed for use with specific exercises to prepare individuals to function as exercise evaluators. Participants, given a job aid, will define roles and responsibilities, review evaluation plans and individual assignments, demonstrate proper use of evaluation plans and individual points of review, data collection techniques, and solve evaluation-related problems and issues.

Selection Criteria: State, FEMA regional, other Federal agency staff, and local emergency management/emergency services staff who are responsible for functioning as exercise evaluators in their respective organization's/jurisdiction's comprehensive exercise program activities.

Prerequisites: The participant should have substantial knowledge of emergency management operations and exercises within his/her organization and the assigned responsibility to function as an evaluation team leader or member.